

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 **Council Chamber, Sessions House, County Hall, Maidstone** on **Thursday, 6th February, 2020, at 2.00 pm** when the following business will be transacted

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

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

Membership

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

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 21 November 2019 (Pages 1 - 6)

A - Items for consideration under Statutory Obligation

- A1 Draft Police and Crime Plan and Associated Budget and Precept proposals (Pages 7 - 44) *Note: Appendix C – Chief Finance Officer Reports to follow.*

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

- B1 Mental Health and Policing - Verbal Update

C - Commissioner's Decisions

- C1 New Complaints Legislation (Pages 45 - 46)

D - Panel Matters

- D1 Panel Annual Report - 2019/20 (Pages 47 - 50)
- D2 Future work programme (Pages 51 - 52)

E - Questions to the Commissioner

- E1 Questions to the Commissioner (Pages 53 - 54)

F - For Information

- F1 Minutes of the Commissioner's Performance & Delivery Board meeting held on 25 September 2019 (Pages 55 - 60)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 29 January 2020

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, County Hall, Maidstone on Thursday, 21 November 2019.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr A Clark, Cllr F Gooch, Ms S Hamilton, Cllr Mrs J Hollingsbee, Cllr MJ Holloway, OBE, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr M Rhodes, Cllr H Tejan, Cllr R Wells, Cllr G Hackwell, Mrs E Bolton, Cllr L Krause (Substitute) and Cllr L Dyball (Substitute)

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

IN ATTENDANCE: Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS**335. Minutes of the Police and Crime Panel held on 24 September 2019**

(Item 4)

1. It was clarified that reports on the following would be considered by the Panel in due course:
 - Support Structures for additional Officer numbers / activity
 - Victim Satisfaction in terms of Hate Crime.

RESOLVED that the minutes of the meeting held on 24 September were a correct record and that they be signed by the Chair.

336. Update on latest ONS Crime Statistics for Kent, published 17 October

(Item B1)

1. The Commissioner introduced the report, commenting that this was an important and complex item. He explained that the update was based on data published by the Office of National Statistics on a quarterly basis, noting that this focused on the national crime survey of England & Wales which was deemed the most accurate measure as it also took into account crimes not recorded by Police. The Commissioner commented that statistics was only one factor involved in how he holds Kent police to account.
2. The Commissioner explained that he was reassured by the Police response around these figures in that the Chief Constable was moving resources to tackle problem issues and rising crime figures in certain crime types, such as the increase in the town beat officer numbers to tackle ASB and the work now focusing on violence reduction.
3. In terms of crime outcomes, the Commissioner advised that there were some challenges and that the drop in the number of charges was a concern as the rate

was now half the national average. He commented that the number of people not supporting prosecutions had increased by three times the drop-in charges (9000 victims refused to support prosecutions). The Commissioner highlighted that a charge was not always the most appropriate outcome and so in many cases, a different approach would be correct and reasonable, but he confirmed that he would be monitoring issue with a particular focus to ensure that appropriate outcomes were achieved for serious offences. He also commented that the Crown Prosecution Service were the main agency involved in this stage of the criminal justice system and that there was need for greater support from them to improve charge rates and successful prosecutions. The Commissioner gave the Panel an assurance that while the update was disappointing in some areas, he was confident that real action was being taken to address the issues.

Meeting adjourned until 15:00 due to disruption caused by members of the public

4. Responding to questions from Members, the Commissioner clarified the following points:
 - There were 22 outcomes in the current criminal justice outcome framework, and these were publicly accessible.
 - There were a range of ways in which he held the Chief Constable to account, notably via the quarterly Performance and Delivery Board meetings and weekly briefings.
 - Victim and Witness care teams provided support to vulnerable people and others needed particular support to continue through the criminal justice system towards prosecution.
 - The positive role of CrimeStoppers was highlighted for those unwilling to support prosecutions.
 - PCC role as Chair of the Kent Criminal Justice Board involved reviewing how the various agencies involved in prosecutions worked together.
 - Stop & Search was an important tool for policing, both as a deterrent and as a means to locate and identify offenders – noted that an independent advisory group monitored the appropriateness and proportionality of Kent Police’s use of Stop & Search.
 - Increase in Town Centre Officers came out of a review of crime statistics and local demand that had been raised by the Commissioner as a concern to the Chief Constable, representing a good example of holding to account leading to positive outcomes.
 - The increase in Domestic Abuse (DA) incidents being recorded should be looked at positively as it was understood that this crime type was significantly under-reported but that continued increases in reported figures suggested a rise in confidence from victims rather than increases in actual incidents.
 - Pilot programme taking place in Medway dealing with DA perpetrators to improve understanding of the impact of DA and to reduce re-offending.
 - Local crime trends were monitored by the District Community Safety Units (CSUs) and regularly shared and discussed with partner agencies.

RESOLVED that the Commissioner be thanked for the update and that the report be noted.

337. Overview of Citizens in Policing, covering the full range of volunteers engaged in policing the county

(Item B2)

1. The Commissioner introduced the report, particularly thanking Neil Wickens (Head of Policy Coordination and Research – OPCC) for preparing the detailed paper. He explained that the report used the national term ‘citizens in policing’ to describe the broad collection of activities covered in the item. He also noted the work of Gavin McKinnon, Kent Special Constabulary Chief Officer and Director of Corporate Communications and Citizens in Policing, for leading on the portfolio.
2. The Commissioner gave an overview of the activities detailed in the thorough report, highlighting his admiration for all citizens who dedicated their time to make such important contributions.
3. Responding to questions, the Commissioner provided further information on the following points:
 - National Volunteer Cadet Programme states that 25% of cadets should be from deprived backgrounds – Kent’s programme was operating above the national target.
 - The Commissioner would engage with Kent Police to check on the geographic distribution of the Cadet waiting list around the county to check for concentration areas.
 - It was confirmed that Special Constables had the same powers as a Police Constable within their Force area.
4. Panel Members all welcomed the report and supported the plan of sharing it more widely.

RESOLVED that the Commissioner and his team be thanked for the detailed report, that the report be circulated to all Panel Members for sharing at a District / Borough level and that it be recorded that the panel wish to express their sincerest appreciation and thanks for the work undertaken by all volunteers under the banner ‘Citizens in Policing’.

338. Questions to the Commissioner

(Item)

Question 1:

I understand that the Commissioner has previously advised the Panel that the Chief Constable had arranged county-wide increases in Town Centre Beat Officer deployment, making use of the increased resources made available via the Commissioner’s increase to the Police Precept and the updated budget. I welcome the increase but to reassure concerned residents of areas getting fewer additional officers, can the Commissioner explain to the Panel if he has any specific plans or criteria for how he will hold the Chief Constable to account in terms of monitoring how well this initiative contributes to fighting crime and anti-social behaviour as well as providing visible neighbourhood policing (Police and Crime Plan Priorities – 2 and 4)?

(Ashley Clark – Canterbury City Council)

1. The Commissioner explained that he did not set targets for the Chief Constable but that he did hold him to account in a variety of ways to measure the impact of policing schemes and deployment issues. The Commissioner advised that the new Town Beat officers were deployed based on specific policing focused criteria, unrelated to the size of the town. The areas were ranked based on assessments such as violent offences, licensed premises and similar factors. He reassured the Panel that he always kept performance under constant review and that his Performance and Delivery Board would be the main process for such reviews.
2. The Commissioner acknowledged that some areas which were allocated limited or no extra resource may be disappointed but he reassured the Panel that all areas of the County would benefit from the general increase in Police Officer numbers in the Force as well as ongoing developments in new ways of working. He also confirmed that he would be discussing the Town Beat officer deployments with the Chief Constable in the future and that this would involve potentially reviewing the deployment criteria.

Question 2:

The Commissioner has regularly commented on the positive approach Kent Police has taken to maintaining a high establishment of PCSOs, particularly at a time when other Forces are cutting these posts. In view of this commitment to maintaining PCSO numbers and praising the work they do, can the Commissioner advise the Panel whether, as part of holding the Chief Constable to account for fighting crime and ASB and delivering visible neighbourhood policing (Policing priorities 2 and 4), has he considered the potential for encouraging the Chief Constable to increase the number of Policing Powers available to PCSOs (as per Police Reform Act 2002 and Police and Crime Act 2017) to allow them to undertake a broader range of activity?

(Richard Palmer – Swale Borough Council)

3. The Commissioner explained that he had given a commitment to retain PCSOs at current establishment levels, although since being elected the numbers had increased by around 28. He advised that the delegation of Powers to PCSOs was entirely an operational decision for the Chief Constable, but that he had asked him to review them previously, the result of which was the delegation of four additional powers dealing with begging, searching people for alcohol, removing those under the age of 16 to a residence and the issuing of Fixed Penalty Notices for certain offences. The Commissioner commented that consideration had been given to increasing PCSO powers in relation to parking but that arrangements that had shifted responsibility for parking to local authorities made it very complex and potentially unnecessary.
4. The Commissioner highlighted that when the New Horizon Model (current Kent Police Model set in place by the current Chief Constable) was due for review, the process would involve the Commissioner asking the Chief Constable to review the appropriate delegation of powers to PCSOs. He noted, however, that he was keen for any review of PCSOs to consider their role more broadly rather than just focusing on their powers.

RESOLVED that the Commissioner's answers be noted.

339. Future work programme

(Item C1)

1. Opportunities for informal engagement regarding the Policing Precept and Budget were discussed. Panel Officers and OPCC Officers would liaise to further explore options.

RESOLVED that the work programme be noted.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and 2020/21 precept proposal
Date: 6 February 2020



Introduction:

1. The [Police Reform and Social Responsibility Act 2011](#) (PRSRA 2011) sets the requirement for Police and Crime Commissioners (PCCs) to formulate a Police and Crime Plan which covers their term of Office.
2. A Police and Crime Plan must include the following information:
 - the police and crime objectives to be delivered;
 - the policing that the Chief Constable should provide;
 - the financial and other resources to be provided to the Chief Constable to exercise their functions;
 - the means by which the Chief Constable will be held to account for the provision of policing; and
 - the crime and disorder reduction grants that will be made and any conditions associated with them.
3. Whilst every plan will be localised in nature, they all share a common aim in communicating a PCC's vision and objectives.
4. The plan will also impact upon a wide variety of stakeholders and has a number of intended audiences including the public, victims of crime and witnesses, the Chief Constable, police officers and staff, the Secretary of State, the Police and Crime Panel, the private and voluntary sector and partner agencies.
5. PCCs are required to keep their plan under review, and before issuing or varying their plan must:
 - prepare a draft of the plan;
 - consult the Chief Constable in preparing the draft plan;
 - send the draft plan to the Police and Crime Panel;
 - have regard to any report or recommendations made by the Panel in relation to the draft plan;
 - give the panel a response to any such report or recommendations; and
 - publish any such response.
6. PCCs are also required to notify the Police and Crime Panel of the precept which is proposed to be issued for the financial year.
7. This report fulfils the requirements as set out in paragraphs 5 and 6.

The refreshed Safer in Kent Plan:

8. On 1 April 2017, the PCC published his Police and Crime Plan, titled 'Safer in Kent: the Community Safety and Criminal Justice Plan – April 2017 to March 2021'.
9. In accordance with the PRSRA 2011, the PCC is committed to consulting with victims and the wider community and to keeping the plan under review, particularly in light of changes to the Strategic Policing Requirement (SPR) and/or recommendations made by the Police and Crime Panel. More formally, the PCC has determined that the plan will be refreshed annually; the latest version was published in April 2019.
10. Attached as Appendix A is the 2020 refreshed version of 'Safer in Kent: The Community Safety and Criminal Justice Plan' in text only format. Once the text has been finalised, photographs and graphics will be added. It will be presented in a similar format to the current plan.
11. As a refresh, the plan has been tweaked but not fundamentally altered as it reflects the PCC's ambitions, with the priorities designed to drive the work of Kent Police, partners and the Office of the PCC (OPCC) until March 2021, as well as setting the strategic direction for policing and community safety in the county.

12. In approaching each refresh, the PCC is committed to positively encouraging feedback from individuals, communities and partner agencies. With 1.8 million people living in diverse urban, rural and coastal communities across Kent and Medway, the PCC commenced his formal consultation in the summer of 2019.
13. The PCC launched his fourth Annual Policing Survey in June 2019 and it remained open for six months, to December 2019. A total of 3,648 responses were received; a significant increase on last year (1,400 responses), and in fact the highest return rate for the survey - 1,661 responses in 2017 and 1,690 in 2016.
14. Against a total Kent and Medway population of around 1.8 million, 3,648 responses is also considered statistically significant at the 95% confidence level (a commonly accepted level of probability).
15. The aim of the survey was to reach out to residents and offer them the opportunity to answer a number of questions. A report outlining the survey methodology, and the full results is attached as Appendix B (and can also be accessed [here](#)).
16. Below is an overview of the questions along with a precis of the results (figures for last year are also included where comparative data available):
- Q1. How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)
- Respondents across Kent and Medway felt 6.4/10 safe where they live (last year = 6.5/10)
- Q2. Have you been a victim of crime in Kent in the last year?
- 19.7% of respondents indicated 'Yes' and 80.3% 'No' (last year 23.3% indicated 'Yes')
- Q3. If so, how satisfied were you with the service you received from Kent Police? (1 = very poor / 10 = excellent)
- On average victims rated the service received from Kent Police 4.5/10
- Q4. Which of the following issues do you feel are the most important?
- Respondents could select up to six issues from a pre-defined list of 17; the top five were:
 1. Antisocial behaviour
 2. Burglary / robbery
 3. Serious violence, including gangs / weapon offences
 4. Sexual offences, including rape
 5. Child sexual exploitation
- Q5. If additional police officers and staff could be recruited, what would you like them to focus on?
- Respondents could select up to three areas from a pre-defined list of seven; the top three were:
 1. Preventing crime & antisocial behaviour
 2. Neighbourhood policing
 3. Investigating crime
- Q6. Would you be willing to pay a little more through council tax to help fund these extra resources?
- 73.8% of respondents indicated 'Yes' and 26.2% 'No'
- Q7. Tell us one thing you think Kent Police does really well?
- Q8. Tell us one thing you think Kent Police could do better?
- These were free text fields and example responses can be found in Appendix B.
17. To ensure the sample was representative of Kent and Medway's population, respondents were also asked to provide demographic information and whether they worked for, or volunteered with Kent Police.
18. Hosted for the first time on a third-party platform, Smart Survey, it was primarily made available online with the webpage link promoted widely through various channels. However, copies of the survey were also printed and handed out to members of the public by the PCC and his staff at pop-up street stalls, community coffee mornings, and at popular events including the Kent Police Open Days and the Kent

County Show. It was also sent out by post to members of the public who contacted the OPCC and requested a copy.

19. It should be noted that the survey formed only one element of the consultation. In addition to feedback received throughout the year from engagement with partners and community organisations, it took account of correspondence received by the OPCC, other inputs such as the SPR, emerging local threats and national guidance.
20. The Chief Constable has also been fully consulted, and of course the PCC's own ambitions and objectives, as well as overall vision for policing and community safety in the county remain at its core.
21. Further to any recommendations made by the Panel, the refreshed plan will be published on 1 April 2020.
22. The PCC would like to take this opportunity to thank all those who completed the survey and provided feedback on policing and crime across the county.
23. With the next PCC election scheduled for 7 May, it should be noted that in accordance with paragraph 1 the plan may be superseded prior to March 2021.

Amendments to the Safer in Kent Plan:

24. As previously indicated, being a refresh some of the plan content has been tweaked; it has not had a major re-write.
25. Based on the survey results, it is important to note that the top five issues that respondents felt were most important are already included in the plan:
 - Antisocial behaviour
 - Burglary / robbery
 - Serious violence, including gangs / weapon offences
 - Sexual offences, including rape
 - Child sexual exploitation
26. Acknowledging that there are some minor wording changes, the following is an overview of the most significant amendments:
 - Kent Police's Priorities
 - Fight crime and antisocial behaviour - inclusion of specific reference to combating knife crime and tackling those who choose to carry a weapon.
 - What I will do
 - Invest in schemes that make people safer and reduce re-offending - section on Violence Reduction Challenge updated and addition of Violence Reduction Unit reference.
 - Opportunities for the future
 - Lobbying for a fairer funding settlement for Kent - context around the UK's withdrawal from the European Union updated and commitment changed to reflect future unavoidable and unexpected costs.
 - Oversight of the police complaints process – updated to reflect relevant provisions have been enacted with all PCCs taking on the 'Appellate' function and increasing their oversight.
27. In addition, the section titled 'Resources and Medium Finance Plan' has been extensively re-written to take account of the latest financial information, including HM Government's Police Grant announcement.

Policing precept proposal for 2020/21:

28. Unfortunately, this year PCCs have found themselves in a difficult position as the provisional funding settlement announcement was delayed due to the general election. Although some PCCs consulted on speculative based assumptions, effectively the delay curtailed the opportunity to factually engage with local residents on proposed precept and budget plans.

29. On 22 January, Kit Malthouse MP, Minister of State for Policing and the Fire Service announced the provisional police funding settlement for 2020/21. In a written statement to the House of Commons, the Minister said:

“We also propose enabling PCCs to raise further funding through precept flexibility, subject to confirmation at the final Local Government Finance Settlement. We propose to empower PCCs to increase their Band D precept by up to £10 in 2020/21 without the need to call for a local referendum, the equivalent of less than twenty pence per week. If all PCCs decide to maximise their flexibility, this would result in up to an additional £248 million of funding for local policing next year. It is for locally accountable PCCs to take decisions on local precept and explain to their electorate how this additional investment will help deliver a better police service.”

30. In light of the Minister’s statement, the PCC announced his [draft funding proposal](#) on Tuesday 28 January - to increase the policing precept by the maximum allowable amount of £10 per year, or 5.2% for an average Band D property (equivalent to 83p per month).

31. Whilst a decision not taken lightly, if agreed the proposal would raise an additional circa £8.4m for policing in Kent. In addition to helping meet inflationary pressures such as increased estate and vehicle running costs, as well as annual pay increases for police officers and staff, it would also fund:

- 36 new PCSOs, including 15 dedicated to crime prevention; and
- 100 civilian staff to train and support frontline officers, including more Community Liaison Officers and Digital Forensics Investigators.

Kent Police would also be required to make more than £9m of efficiency savings.

32. Additionally, Kent will receive 147 officers in 2020/21 – its first-year share of the Government’s planned 20,000 new officers – but the proposal would enable the PCC to underwrite the accelerated recruitment of a further 34 from the following year’s projected allocation of 196. Therefore, Kent Police would not only continue to replace leavers, but the total number of officers would actually increase by 181.

33. Taking account of the 200 officers recruited last year, and the 180 additional officers funded by this year’s precept (achieved as of 27 January), this would result in the total number of officers increasing to 3,813 by 31 March 2021; compared with 3,787 in March 2010 and 3,181 in 2016 when the PCC came into office.

34. In developing the proposal, the PCC took into account a number of factors including:

- Professional guidance and advice from the Chief Constable.
- Kent Police’s Force Management Statement (FMS) - a detailed self-assessment of future demand versus capacity. The 2019 FMS identified the areas of greatest risk as being protecting vulnerable people, serious organised crime, incident response and prevention and deterrence.
- Kent Police’s Force Control Strategy - an annual assessment of long-term key issues; it includes exploitation, serious violence and abuse and sexual offences.
- The National Crime Agency’s Strategic Assessment - an annual assessment of the threat to the UK from serious and organised crime. Identified threats include child sexual abuse and exploitation, immigration crime, drugs and cybercrime.
- Feedback from the Police and Crime Panel last year - Members suggested an increase in PCSOs as part of the ‘mixed resource economy’ of Kent Police may be beneficial and greater consideration should be given to preventing crime and antisocial behaviour within local communities.
- The important and significant contribution police staff make to keeping the county safe and recognition that the uplift in officers requires resources to train and support them. Of the 100 proposed police staff, approximately half would go into roles supporting frontline policing, such as community liaison, disclosure, victim services and digital forensics, recognising the growth in social media now means most investigations have an online element. The other half would go into roles that support the uplift and general welfare of officers and staff, such as recruitment, learning and development, finance, vetting and occupational health.

35. The PCC announced his proposal on the BBC Radio Kent breakfast show on 28 January 2020 and it was covered by various other local media too. The proposal was also uploaded to the OPCC website and promoted via various social media channels. Whilst it was recognised that there was limited time and opportunity, members of the public were invited to have their say by contacting the OPCC.

36. Kent residents currently pay the seventh lowest policing precept in the country. Through the Annual Policing Survey which attracted a record number of responses, and feedback throughout the year, the PCC heard loud and clear that residents are prepared to pay a little more for additional resources focused on neighbourhood policing and preventing crime and antisocial behaviour.
37. Subject to the Police and Crime Panel's approval, the PCC confirms his intention to increase the policing precept in 2020/21 to £203.15 for an average Band D property. This represents an increase of £10 per year (or 5.2%) on the current precept.
38. Attached as Appendix C is a detailed report dealing with financial matters prepared by the Chief Finance Officer.

List of Appendices:

- Appendix A** Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan - April 2017 to March 2021'
- Appendix B** Annual Policing Survey: Summary report – January 2020
- Appendix C** Chief Finance Officer Report

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Safer in Kent: The Community Safety and Criminal Justice Plan

April 2017 to March 2021

Version: Spring 2020_Draft

Safer in Kent 2017-2021: Plan on a Page

Leadership:

Strong ethics, transparency and integrity at all times

Guiding principles:

People suffering mental ill health need the right care from the right person
Crime is important no matter where it takes place
Vulnerable people must be protected from harm

My priorities, for the Chief Constable to deliver are to:

1. Put victims first
2. Fight crime and antisocial behaviour
3. Tackle abuse, exploitation and violence
4. Combat organised crime and gangs
5. Provide visible neighbourhood policing and effective roads policing
6. Deliver an efficient and accessible service

As the Police and Crime Commissioner, I will:

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

Opportunities for the future:

1. Calling for more criminal justice powers for Police and Crime Commissioners
2. Lobbying for a fairer funding settlement for Kent
3. Further collaboration with other organisations
4. Oversight of the police complaints process
5. Developing new crime prevention and diversion practices
6. Backing volunteering

Introduction and context

As Kent's Police and Crime Commissioner (PCC) I am required to publish a Police and Crime Plan which covers my term of office.

'Safer in Kent: The Community Safety and Criminal Justice Plan' sets out the priorities that will drive the work of Kent Police, partners and my office until March 2021, and the overall strategic direction for policing and community safety in the county.

Informed by [extensive consultation](#) and taking into account national guidance such as the [Policing Vision 2025](#), this plan will be continuously reviewed. Recommendations made by the Kent and Medway Police and Crime Panel and guidance issued by HM Government will be considered too. More importantly, it will be regularly updated in line with what local communities want.

Progress against this plan will be published in future Annual Reports which will be made public via my website and also submitted to the Police and Crime Panel. However, progress will not be judged on stipulated numerical targets, but consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports and other independent publications.

Leadership: strong ethics, transparency and integrity at all times

The public rightly expects the highest standards of behaviour from everyone in public life, particularly those engaged in policing and criminal justice. Trust in policing is vital. From the Chief Constable, to the police officer on the street, all must play their part in instilling and upholding ethical standards. Their honesty, integrity, impartiality and openness must be beyond reproach.

PCCs, elected by residents, have a key role to play in this. PCCs hold the Chief Constable to account on all elements of policing, and I believe that strong ethics, transparency and integrity must be at the heart of this, both personally and professionally. For four consecutive years, HMICFRS have graded Kent Police 'Outstanding' for Legitimacy, and I will continue to ensure the [College of Policing's Code of Ethics](#) forms the bedrock of standards and behaviour within Kent Police.

It is equally important that PCCs themselves operate with integrity and the highest standards of conduct and behaviour. I am clear on what my statutory duties are and the responsibilities I have been entrusted to undertake by the electorate of Kent. I will never interfere with operational decisions made by the Chief Constable, or any other police officer or professional staff, but will hold the force to account on behalf of the public for the delivery of the priorities set out in this plan.

To demonstrate my own commitment to ethics and integrity, I have also [signed and published the Committee on Standards in Public Life ethical checklist](#) and my [personal Code of Conduct](#) which reflects the Seven Principles of Public Life:

- **Selflessness** – I will act solely in terms of the public interest; not to gain financial or other material benefits for myself, my family, or my friends.
- **Integrity** – I will not place myself under any financial or other obligation to outside individuals or organisations that might seek to influence me in the performance of my official duties.
- **Objectivity** – In carrying out my duties, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, my choices will be based on merit.
- **Accountability** – I am accountable to the public for any decisions and actions I take and will submit myself to whatever scrutiny is appropriate for PCCs.
- **Openness** – I will be as open as possible about all the decisions and actions that I take. I will give reasons for my decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – I will declare any private interests relating to my role as the PCC and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – I will promote and support these principles through my leadership and by setting an example to those around me.

As I commit to making my decisions open and transparent, I will ensure that Kent Police does the same so that public confidence can be maintained.

Policing is unique and increasingly challenging, with officers and staff dealing with more complex issues, greater demand and higher public expectations. The workforce of Kent Police is its greatest strength and asset, but they need support to make the best possible decisions, and the right skills and knowledge to fight crime and address community concerns. As a result, I am committed to working with the Chief Constable to develop and support the workforce in terms of service delivery, but also their own wellbeing.

I am also uniquely placed to bring a diverse range of partners together and provide leadership to tackle all forms of inequality. As a [White Ribbon Ambassador](#) I will lead by example in taking a stand against sexism and all forms of gender-based violence, including against women and girls. I will also encourage equality and diversity and ensure unlawful discrimination is eliminated in order to make the policing family more diverse and a better representation of the communities it serves. In addition, I will hold the Chief Constable to account for equality and diversity, including delivery of the duties described in the Equality Act 2010.

Guiding principles

For a Police and Crime Plan to be successful, not only should PCCs seek to hold the Chief Constable to account for the delivery of the priorities, but there has to be clear principles that guide the actions and decisions taken by both the Chief Constable and the PCC. This plan sets out both what residents want to see Kent Police focus on, but also what I will do to support communities and protect people from harm.

1. People suffering mental ill health need the right care from the right person

It is estimated that more than a third of Kent Police's time is spent dealing with individuals and cases involving mental health illness. It is sadly the case that there has been an increasing reliance on Kent Police to assist those in mental health crisis. More people in crisis are coming to the police's attention and being assisted by officers and staff, sometimes in place of healthcare professionals.

This clearly isn't always best for a person in crisis. Nor is it fair on police officers, who are not healthcare professionals, to be relied on so heavily and so frequently.

Policing has always had an element of mental health crisis that it must deal with, and that will not change, particularly when there is a criminal allegation involved. However, it is not sustainable for forces to have to spend so much time dealing with this important issue, when there are other bodies that should be involved. The Policing and Crime Act 2017 banned the use of police stations for children detained under Section 136 of the Mental Health Act 1983, and placed extreme limitations on police stations being used for adults; it is vital therefore that people suffering mental ill health get the right support from the right person at the right time.

The Chief Constable and I will continue to raise awareness of this issue and work with others in order to both reduce demand on policing, and ensure that vulnerable people are being helped in the right and appropriate way.

2. Crime is important, no matter where it takes place

Kent and Medway are fortunate to both have a mixture of urban, rural and coastal communities. As the PCC, I believe that crime should be considered important and investigated, no matter where it takes place. That includes offences committed in residential, business and online environments, or on our roads.

Victims come from all sections of society and the impact can be devastating. It is therefore important that Kent Police has the right resources in the right places to address both the threat from terrorism, and demand from Kent's local communities.

3. Vulnerable people must be protected from harm

Nationally, there is a greater emphasis on police forces protecting 'vulnerable' people and communities. It is a priority for the Home Office and something that Kent Police is inspected upon independently by HMICFRS. Kent Police has a fully embedded policing model built around vulnerability and the Control Strategy features many of the key themes – child sexual exploitation, abuse, gangs, county lines, modern slavery and human trafficking.

Kent Police, other key bodies and I need to continue to work together to raise awareness of these issues in order to protect both adults and young people from harm, support victims of crime and witnesses, tackle hate crime and ensure those perpetrating serious and heinous crimes are brought to justice.

Joint Vision

The Chief Constable and I are committed to working together to secure the best possible outcomes for policing and community safety in Kent. This commitment is reflected in our joint vision for policing which focuses on partnership working, protecting the public from harm, neighbourhood policing and providing a first class service:

“Our vision is for Kent to be a safe place for people to live, work and visit. By protecting the public from harm, we will allow our communities to flourish and by working with the public and partners, we will provide a first class policing service that is both visible and accessible. We will retain neighbourhood policing as the bedrock of policing in Kent. We will be there when the public need us and we will act with integrity in all that we do.”

Kent Police's Priorities – 2017 to 2021:

The following priorities are based on my on-going engagement and consultation with local residents, community and youth organisations, schools, partner organisations and elected officials, as well as letters and correspondence received by my office. The Chief Constable is expected to formally respond and outline how the plan will be delivered. As the PCC, I will then hold him to account for the progress made.

1. Put victims first

Being a victim of crime or witness can affect people in very different ways and have a significant impact on the person's life, their family, and the local community. Their initial contact will often be with the police, but thereafter they may have to go to court, give evidence and await a verdict – whilst also dealing with the emotional after-effects of what unfortunately can be a traumatic and understandably life-changing experience.

Victims of some crimes, such as modern slavery and stalking and harassment may also be reluctant to report what's happened to the police because they are worried about their safety, getting into trouble or not being believed.

It is paramount that victims and witnesses feel confident to report crime to Kent Police and subsequently receive swift and effective help and support to cope, with their needs identified and met from the outset. That is why Kent Police must provide a quality service that puts victims and witnesses first and foremost and meets the expectations of the [Victims Code](#) and [Witness Charter](#).

Victims and witnesses must be at the heart of everything the force does and be treated with fairness, respect and dignity so they have the confidence to come forward.

2. Fight crime and antisocial behaviour

Crime and antisocial behaviour are issues that residents and local communities care deeply about and this is reflected through my on-going engagement and consultation.

Kent Police must ensure it has the right resources with the right skills to investigate, and where possible, bring to justice those who harm individuals and businesses by committing offences such as burglary, fraud, sexual abuse/exploitation and cybercrime. It must also continue to combat knife crime, targeting and tackling those who choose to carry a weapon.

In addition, Kent Police must work with the county's Community Safety Partnerships, other statutory and non-statutory bodies, and local communities to understand, prevent and tackle crime and antisocial behaviour wherever it takes place, and address its sometimes complex causes. Urban, rural and coastal communities across Kent need to feel safe and secure.

3. Tackle abuse, exploitation and violence

There is no place for abuse, violence or exploitation in our society. However, crimes such as child sexual exploitation and human trafficking pay little respect to traditional borders, and present unique challenges for policing.

Criminals are targeting the most vulnerable in Kent. Those involved in modern slavery, child sexual exploitation and human trafficking are not just using Kent as a gateway to and from the continent, but committing these crimes in our local communities. They are often involved with complex criminal networks which require substantial investment to investigate and disrupt.

There are also many individuals in relationships facing abusive behaviour and violence on a daily basis, but are too afraid to seek help. Domestic abuse may occur behind closed doors but the consequences are often devastating and long term, affecting victims' physical health and mental well-being. It can also

have a significant and long-lasting effect on children in the household, the wider family and the local community.

4. Combat organised crime and gangs

Tackling organised crime and gangs presents considerable challenges at a local, regional, national and global level. The impact on individuals and whole communities can be significant.

Kent Police must continue to develop and share intelligence to build a detailed local picture of threats, risk, harm and vulnerabilities, to enable the deployment of the right resources to prevent, disrupt and investigate offending in order to keep the county safe. There also needs to be a combination of effective local, regional, national and international coordinated activity, and seamless working between Kent Police and other partners and law enforcement agencies.

In addition, as technology develops, so too does criminality. Cybercrime for example, is becoming an increasing problem, with organised criminals exploiting the internet to commit a diverse range of crimes.

5. Provide visible neighbourhood policing and effective roads policing

Neighbourhood policing is fundamental to delivering policing in the county. By focusing on local problem solving, together with partners and local communities, it improves the quality of life within those communities, helps keep people safe, and importantly builds public confidence and trust.

Kent's roads are shared spaces, used by drivers of different types of vehicle, alongside vulnerable road users with little or no protection in traffic, such as motorcyclists, pedestrians, cyclists and horse-riders. All road users have a responsibility to use them as safely as possible. However, Kent Police must continue to crackdown on the main factors which contribute to people being killed and seriously injured on Kent's roads – including speeding, using a mobile phone, not using a seatbelt, drink/drug-driving – and work with partners to address other behaviour that puts road users at risk.

In addition, many criminals use the road network to access the county and in the planning and commission of their crimes. There is also a link between the illegal use of vehicles and other serious crime. Working with partners, and using intelligence and targeted enforcement, Kent Police must continue to deter and disrupt criminality by making the roads a hostile place for those intent on causing harm to urban, rural and coastal communities.

6. Deliver an efficient and accessible service

Kent Police must continue to exploit opportunities to collaborate with Essex Police and neighbouring forces. As part of the Seven Force Strategic Collaboration, with Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, opportunities are available to share procurement and other functions in order to increase efficiency and innovation.

The Policing and Crime Act 2017 placed collaboration with other emergency services on a statutory footing. Kent Police must continue to explore opportunities to work with Kent Fire and Rescue Service (KFRS), South East Coast Ambulance Service and the other emergency services to deliver an efficient and effective service to local communities.

Whether through the development of new technology, a reduction or shifting of demand, or investment in its people, Kent Police must also continue to reduce bureaucracy, streamline processes and deliver value for money, whilst remaining accessible to the public for urgent and non-urgent matters and addressing the needs of local communities.

Kent taxpayers deserve to know their money is being well spent.

The Strategic Policing Requirement

Like all forces, Kent Police must be ready to make an effective contribution to tackling the national threats set out in the [Strategic Policing Requirement](#). At any moment it may need to share and pool resources with other forces in order to tackle incidents that cause serious harm or are a threat to the nation's security and public safety. This may include acts of terrorism, serious and organised crime, cybercrime, child sexual abuse, major public unrest or civil emergencies such as flooding. The Chief Constable must ensure there are sufficient resources to meet these important responsibilities.

The force must also continue to work with other emergency services to respond to major or complex incidents effectively.

What I will do:

PCCs have a broad set of responsibilities that expand beyond policing and it is important that I carry out these functions effectively to support local people's priorities.

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities

A key duty of PCCs is to be democratically accountable to the public for the provision of an efficient and effective police force by holding the Chief Constable to account.

It is important for these accountability arrangements to be visible to the public, and for policing to be responsive to local communities. It is vital that the public's voice is heard on how policing is delivered across the county and my office will ensure this happens.

To exercise my powers and duties in holding the Chief Constable to account, my governance arrangements will include:

- Weekly one-to-one briefings with the Chief Constable that focus on delivery of the priorities in this plan, including regular updates on topics such as recruitment, finance, estates, innovation, technology, criminal justice and serious crime.
- A quarterly Performance and Delivery Board meeting with the Chief Constable, where the following force papers are required in advance and published by my office: Safer in Kent Plan – Delivery & Performance; Inspections, Audits & Reviews; People; Finance; and Collaboration & Partnership Working. The meeting will be open to the public.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- Attendance at the internal Kent Police Culture Board, which is chaired by the Chief Constable. The Board's purpose is to continue the development of a culture which is consistent with the Chief Constable's and my shared Mission, Vision, Values and Priorities. Where there is a relentless focus on quality of service, putting victims and witnesses first and where officers and staff are confident to do the right thing.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced. I will continue to receive quarterly updates, and the published Annual Report will outline the scheme's objectives and plans for the future.
- Requesting bespoke briefings from the force on significant and/or sensitive issues.

Kent Police and Essex Police also share a number of operational and non-operational resources and I will ensure appropriate governance arrangements are in place to oversee these shared resources.

In specific circumstances, PCCs may also call upon public bodies, such as HMICFRS, to inspect their force.

2. Enhance services for victims of crime and abuse

It is my responsibility to commission support services for victims of crime across the county. I am committed to providing services that treat victims as individuals and can be tailored to their needs. I also believe services should support victims in not only dealing with the often complex criminal justice system, but empower individuals to cope and recover from the crime they have suffered.

The services I will support and develop range from the core victim referral service for those who have suffered crimes such as burglary, theft and vehicle crime, to specialist services for victims with more complex needs, such as domestic abuse, rape, sexual assault and hate crime. These services are available to victims and in a number of cases immediate family members, regardless of whether the crime has been reported to the police.

I will continue to support and enhance services for all victims, providing the following:

- Engagement and Support Service (core referral service)

Currently awarded to Victim Support and delivering free and confidential support, advice, information, signposting and referrals for Kent residents who have been a victim of crime and have reported it to the police. Victim Support also provides self-referral opportunities for those that have experienced a crime but do not wish to report it to the police. This service works in collaboration with specialist services to ensure victims receive the most appropriate support for their needs.

- Compass House

This is the hub for victim and witness support services in Kent. Victim Support, Kent Police's Witness Care Unit, Citizens Advice's Witness Service and the Restorative Justice Service are co-located within the building on a permanent basis. In addition, other services also co-locate based on need to meet with victims or work collaboratively with the permanently-based agencies on delivering improved services to victims.

Compass House provides some facilities for victims and witnesses including counselling rooms and a vulnerable victim's suite, but they are not required to visit in order to access support, as this is delivered within Kent's communities. Victim Support also operate community based Compass Points where victims can discuss their needs face-to-face; the Witness Service and Restorative Justice Service also provide community based support.

- Specialist Victims' Services

In addition to the core referral service, it is important to ensure victims have access to more specialist support services where they have more complex and specialist needs. These services might include support for domestic abuse victims, underrepresented groups, sexual assault victims or trauma counselling. These services work alongside the core referral service to ensure victims have access to the support they need to help them cope and recover from their experience. My office will continue to identify opportunities to develop and enhance these services, which may include making funding available such as through the Victim Specialist Services Fund.

- Restorative Justice

Recognising that the recovery process is unique, I have commissioned a Restorative Justice Service that supports the delivery of victim-led restorative justice opportunities to support their recovery and reduce re-offending. This service is available any time during the victim's recovery process and I am committed to ensuring that we work in collaboration to ensure effective use of restorative justice in Kent.

- Independent Sexual Violence Advisers and Sexual Assault Support Services

I will seek to provide greater sustainability for Independent Sexual Violence Advisers in Kent, ensuring that effective support is available to victims of rape and sexual assault. This will include fully understanding the needs of victims to ensure the service reflects demand. I will also work closely with NHS England, Clinical Commissioning Groups (CCGs) and other partners to ensure the right services are available at the right time.

- Domestic Abuse

I will continue to work in collaboration with partners to ensure victims of domestic abuse, whether male or female, including the Lesbian, Gay, Bisexual and Trans (LGBT) community, are able to access appropriate support services, and that prevention and early intervention opportunities are identified. This includes working with both Kent County Council and Medway Council on delivering effective commissioned services for domestic abuse victims. I will also provide any extra resources that are needed to guarantee future provision of domestic homicide reviews and raise awareness of domestic abuse services for men.

- Child Sexual Assault

Part of the funding I receive from HM Government is to specifically support victims of child sexual assault. I will continue to work with partners and providers to identify the best opportunities for supporting

children who have suffered sexual assault, including adults who now feel able to access services to help them deal with non-recent abuse.

To ensure the best possible service for victims of crime in the county, it is important I understand their needs and views on the services being delivered. I will continue to engage with victims through a range of forums, including the Victims Panel.

Importantly, I am committed to continually enhancing victim services in Kent to ensure the best possible support is provided. This includes identifying opportunities to improve the reach and scope of services to ensure victims receive support that is responsive to their needs. I will also explore greater utilisation of technology and research to enhance services, ranging from developing more effective methods for contacting victims to providing greater access to support through facilities such as Live Chat.

3. Commission services that reduce pressure on policing due to mental health

I will continue to provide funding and facilitate discussions with key partners to support schemes and/or projects that reflect my commitment to this issue. This includes those projects already in existence or implemented since I took up office, including providing officers with greater access to advice from mental health professionals, provision of safe places or alternative places of safety, and importantly helping those with mental health issues who come into contact with the police access the right and appropriate support. I also want to work with those who help keep vulnerable people, with conditions such as dementia, safe from harm and exploitation.

Importantly, the funding will not be used to support mental health services which are the responsibility of the NHS, or to support those services where statutory funding has been withdrawn or reduced.

In addition, research conducted by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support. I will work with the Chief Constable to ensure that police officers and staff are supported in their own wellbeing and have access to the right support services.

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

I will continue to look at opportunities to allocate funding that supports innovative local working to tackle issues linked to this plan, such as communities working together to prevent and/or reduce crime and antisocial behaviour. In addition, I already allocate grants to key partners such as the Community Safety Partnerships to support delivery of this plan through tailored local projects. I will further enhance this activity by ensuring effective scrutiny of how the grants are used and also look at further collaborative opportunities and sharing of good practice.

Police forces are not responsible for funding CCTV schemes, and Kent Police does not fund any at present. Unfortunately, due to financial pressures, this policy will not change.

I will continue to fund the drug and alcohol partnerships in Kent and Medway in order to support individuals to turn their lives around and tackle the harm that can be caused in communities. I shall also fund work to reduce youth offending and to help prevent those within the criminal justice system from re-offending.

o Violence Reduction Challenge

Launched in June 2018, the Violence Reduction Challenge (VRC) was my response to HM Government's Serious Violence Strategy.

The VRC's primary objective was to determine what could be done to prevent and tackle violent crime within urban, rural and coastal communities across Kent.

To achieve this, I brought together Kent Police and other key partners from the emergency services, the criminal justice sector, local authorities, businesses, charities and community groups to address violent crime.

As a result of the VRC several actions were identified and implemented including:

- creating a Violence Reduction Fund to support relevant community schemes;
- requiring Community Safety Partnerships to use more of their funding to prevent and tackle violent crime;
- developing a bespoke stalking and harassment service in conjunction with the charity Victim Support; and
- setting up a multi-agency taskforce in Medway to tackle the underlying causes of violent crime.

In 2019 a number of PCCs, including my office, received funding from the Government to establish a Violence Reduction Unit (VRU) to bring together police, local government, health and education professionals, community leaders and other key partners to tackle serious violence and its causes. Its aim is to support a multi-agency, public health, long term approach to preventing and tackling serious violence across Kent and Medway with a special focus on knife crime involving those under 25. My office chairs the VRU Oversight Board, attended by all partners, to ensure effective delivery of the VRU.

5. 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. The Proceeds of Crime Act (POCA) allows forces to keep some of the revenue from illegal activity, which is shared between HM Government, the Crown Prosecution Service (CPS), victims and policing. I will ensure Kent Police continues to re-invest POCA proceeds to drive up performance on asset recovery and to fund crime fighting priorities for the benefit of local communities.

There are also other mechanisms to ensure that offenders repay communities. For example, I will use money raised through forfeiture under the Misuse of Drugs Act 1971 to support the fight against drug trafficking and misuse of illegal substances that devastates lives and harms communities. When people are fined, or their cars seized after breaking the law on our county's roads, depending on the offence some of this money is retained by Kent Police. I will use money from those found to have been driving without insurance to support community safety projects.

6. Actively engage with residents in Kent and Medway

A fundamental duty of PCCs is to ensure the public's concerns are listened to and acted upon. Good public engagement also improves the quality of decisions PCCs take, since they are based on a broad knowledge of the issues that matter most to local communities.

That is why I have developed a wide ranging engagement programme that enables the diversity of residents, irrespective of background, to have their say on how their streets and communities are policed. The programme has been designed to allow people to express their views in a way which is most convenient for them, including in urban, rural and coastal locations right across the county, and opportunities outside of normal office hours.

They include the following:

- A more accessible website;
- 'Street stalls' in high-footfall locations;
- Regular public consultations;
- Talking to pupils at the county's schools;
- Traditional and social media channels;
- Visits to various community organisations and representative groups;
- Direct engagement with partners and other elected officials;

- Newsletters and proactive e-news alerts.

Alongside this plan, I have also published [‘Safer in Kent: Backing Young People’](#), a document which sets out how I will increase my direct engagement with young people to ensure that they are adequately represented, and those who face particular challenges, such as looked after children and unaccompanied asylum seeking children are supported.

In addition, many Kent Police officers and staff live within the county, and so their feedback is important. As a result, I will continue to engage with them and meet with representatives of the Kent Police Federation, UNISON and staff support associations such as Kent Network of Women and Kent Minority Ethnic Police Association.

Opportunities for the future:

1. Calling for more criminal justice powers for Police and Crime Commissioners

Criminal justice is delivered by a number of organisations including the police, CPS, courts, probation and prisons. Through the Kent Criminal Justice Board which I chair, I will hold these organisations to account and seek to strengthen partnership working to improve the efficiency and effectiveness of the criminal justice system.

There is more that can be done though, and I believe further devolvement of criminal justice powers to PCCs has the potential to improve the journey for all service users. Whilst the Ministry of Justice (MoJ) considers this, I will explore opportunities to ensure that victims and witnesses in Kent receive the best possible services to support them in coping and recovering from the crime they have experienced.

PCCs can also play a pivotal role in developing and improving partnership working. I want to ensure those organisations involved in Kent – not just the police – play their part and will continue to engage with Ministers in calling for further criminal justice powers to be devolved to PCCs.

2. Lobbying for a fairer funding settlement for Kent

As the PCC, part of my role is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county.

As the 'Gateway to Europe', Kent Police faces some very unique policing challenges with ferry ports, the Channel Tunnel and miles of coastline within our county. Kent's officers and staff are on the frontline in protecting the country from terrorism and international criminality, including human trafficking and drugs smuggling.

The UK has now withdrawn from the European Union (as of 31 January 2020) and Kent Police continues to work closely with the Home Office and partners to minimise any impact on the county. Preparations over the last year have been challenging; I have engaged with HM Government on behalf of the police service and secured additional funding for Kent Police so local taxpayers have not had to pick up the bill. However, change brings uncertainty and I will continue to engage with HM Government on policing issues nationally, as well as seek additional funding for any further unavoidable and unexpected costs incurred by Kent Police in the future.

World events have led to increased international migration and the plight of those trying to enter the country illegally is a reality in Kent, as are protests over immigration. There are also significant challenges in relation to the number of unaccompanied asylum seeking children being looked after in the county, many of whom are in the care of local authorities, but at risk of being exploited by gangs and unscrupulous criminals.

Kent Police has the UK's longest Strategic Road Network and some of the busiest, with significant levels of traffic flowing through the ports and a corresponding high level of freight and HGVs. This takes up substantial police resources and at times of major disruption at the ports, requires the implementation of contingency plans, such as Operation Stack. Ramsgate is also the only port in the country that has live animal exports, which in turn can attract protests which require policing.

The county's proximity to London also presents opportunities for gangs and organised crime groups to cross borders and operate in our county. I will continue to lobby HM Government to get a good deal on police funding for Kent, so these unique challenges, and many more, are properly recognised.

3. Further collaboration with other organisations

Over recent years, Kent Police has embraced collaboration, for example, leading the way nationally in its work with Essex Police to develop a Serious Crime Directorate and shared Support Services, as well as co-locating KFRS staff in the Force Control Room, the first fire service to do so in the UK.

To support blue light collaboration, provisions in the Policing and Crime Act 2017 placed collaboration between the emergency services on a statutory footing, and also empowered me to engage at a strategic level as a member of the Kent and Medway Fire and Rescue Authority.

The force also works closely with a number of statutory and non-statutory partners to tackle crime and address community safety issues, including the Community Safety Partnerships, local authorities, health and probation services.

Kent is formally linked with two regional groups of police forces. The Eastern Region group of seven forces, which includes Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, is where the most collaboration is done and where there is greater potential to explore benefits to policing. However, Kent also works with Surrey, Hampshire, Thames Valley and Sussex Police in the South Eastern region.

By collaborating with other organisations, it is possible to tackle crime and community issues more effectively through improved communication and by making better use of limited resources and greater sharing of skills and expertise. We can also share best practice across a wider area on issues like mental health and innovation.

As the PCC, I continue to develop positive relationships with the county's MPs, Council Leaders and other key stakeholders, so even more can be delivered for Kent residents.

4. Oversight of the police complaints process

The Policing and Crime Act 2017 substantially increased a PCC's role in the complaints system, both in terms of the actual handling of complaints, and also how the Chief Constable is held to account for performance in complaints management. Previously, my office only had a statutory duty in terms of complaints made against the Chief Constable and worked with the force to assess complaints handling.

The relevant provisions have now been enacted (as of 1 February 2020) and all PCCs have taken on the 'Appellate' function, providing a review process for complainants to contact the PCC if they are not satisfied with the outcome of their complaint (for matters below the level of misconduct). PCCs now also have an explicit statutory responsibility to increase their level of oversight of the complaints system at a local level. Whilst the Act allows PCCs to take on other functions within the system, at this time I do not believe it would be right for Kent, and so the force will continue to receive, record and resolve complaints.

Through these changes and the Independent Office for Police Conduct (IOPC) – the reformed police watchdog previously known as the Independent Police Complaints Commission (IPCC) – more confidence can be given to the public, seeking resolution, when things do not go right.

5. Developing new crime prevention and diversion practices

As with so many of the challenges we face as a society, the prevention of crime is better than cure. Stopping crime before it happens, and preventing harm being caused to victims, will always be preferable to picking up the pieces afterwards. However, crime is changing and so working with Kent Police, other partners and the private sector, I am keen to build on past successes and explore how new technologies and tools may be used to better protect the communities of Kent.

I am also keen to develop diversion schemes that help support those arrested or at risk of arrest. Research shows that deepening involvement in the justice system actually makes individuals more likely to re-offend and also comes with a range of collateral consequences, such as a criminal record. As well as being a better way of addressing criminal behaviour, operating schemes within police custody should enable Kent Police to re-direct more police officer time into frontline services, maximising the use of its resources. And of course, diversion activity that helps prevent individuals becoming lifelong offenders will serve to reduce crime in the future.

6. Backing volunteering

Kent Police is lucky to have so many dedicated officers and professional staff working within the organisation, who are also supported by our award-winning Special Constabulary and police volunteers. With match-funding from my office, we have seen the return of Volunteer Police Cadets for young people. Through the force's Citizens in Policing Board, further opportunities will be developed for those who give up their time to work within Kent Police.

I am also keen to back those organisations which support Kent Police and complement policing across the county, but do not formally wear a police logo. Without the extensive support of a great number of charities and volunteers, there would be extra costs and resources that Kent Police would need to find.

Resources and Medium Term Finance Plan:

Setting the force budget and deciding on the level of council tax is one of the most important decisions I take. Requesting money from taxpayers is a decision not to be taken lightly and I will ensure that every spending decision is challenged to ensure it delivers value for money for the Kent taxpayer.

○ Funding

I receive all funding for policing and crime in Kent. The current funding I receive comes from the following sources:

- £223.4m (58%) grant funding, both general and specific, from HM Government
- £131.3m (34%) from the council tax
- £29.2m (8%) from miscellaneous income
- £0.8m support from reserves

The amount I receive in revenue from HM Government has increased by £17.1m in 2020/21. This is for the recruitment of 147 police officers which is Kent's allocation of the national uplift of 6,000 in 2020/21. It should be noted that £4.1m of this is being paid in arrears and will be received as and when we achieve our recruitment targets. However, I am confident that through my budget and previous year's recruitment that Kent Police is already in a strong position to be able to meet the recruitment target of 147 new officers set by central government for the end of 2020/21. Therefore the release of Kent's share of the incentivisation funding has been included within the budget. The increase in grant, precept flexibility and an increase in the tax base means the funding available for policing in Kent has increased by £25.7m, or 8.2% from 2019/20.

● Medium term financial challenges

In the coming year, I have empowered the Chief Constable to increase the number of PCSOs by 36, including 15 dedicated to crime prevention. I have also enabled the Chief Constable to recruit a further 34 more police officers on top of the 147 funded by the Home Office as part of the national increase. The precept will also provide for around 100 new civilian staff to train and support frontline officers, including more digital forensics investigators. However, despite the additional funding provided by the Government and the increase in precept I remain steadfast in my view that Kent Police should become more efficient. Although savings have been minimised over the medium term, I have informed the Chief Constable that I expect the force to maximise efficiency opportunities, fully explore collaboration with other forces and partners, and challenge all aspects of spending in order to achieve the savings whilst limiting the impact on the frontline wherever possible. All savings identified during the year that are not required to balance the budget in 2021/22 will be used to support the investment programme.

The settlement also outlined the Policing Minister's expectations in return for the additional investment in policing. These are:

- i. Forces to recruit an additional 6,000 officers by the end of March 2021 (Kent Police is expecting to receive 147 of these).
- ii. A further planned £30m savings from procurement in 2020/21. Blue Light Commercial is the new national body to deliver these savings in the sector, with 'go live' scheduled for 1 June 2020. It is hoped that this new company can make a further £20m of savings per year once fully established and also further potential savings in back office functions in the future.
- iii. Continued improvements in digital, data and technology solutions to maximise the benefits of mobile working.
- iv. Continue to pursue best value from the investment in police technology. The Home Office will work with the sector to draw up a detailed plan which will be overseen by the ministerially-chaired, Strategic Change and Investment Board.

I am confident that this budget and the medium term plan demonstrate Kent's commitment to these expectations.

- **Council tax**

HM Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For 2020/21 HM Government announced that PCCs could increase their precept by up to £10 for an average Band D property.

Ideologically, I am a low-tax Conservative and I have repeatedly stated my desire to not increase the precept unless it is needed to protect frontline policing. This increased flexibility for 2020/21 has allowed me to continue to protect what Kent Police already has, as well as provide additional resources for the frontline and the prevention of crime. I believe for 2020/21 this announcement exceeds that test and that the council tax for Kent will increase by £10 for an average Band D property, an equivalent increase of 5.2%.

I have made no assumptions on increases over and above 1.99% in future years.

- **Commissioning and working with partners**

Working with partners to reduce crime and antisocial behaviour, deliver community safety initiatives and to support victims is vital. I have been given additional responsibilities and funding to support this and my approach is set out in my Commissioning Strategy.

In total the combined commissioning and victim services budget is £4.2m for 2020/21. This includes £2,158,429 from the MoJ for the specific purpose of delivering support services for victims of crime, regardless of whether the crime has been reported to the police. As 2020/21 is an election year, I have chosen not to allocate all of the funding available. This will allow any incoming PCC to allocate it in accordance with their priorities. However, I have continued funding services for 6 months so that victims and witnesses in Kent continue to receive the support they require. Details of these will be made available on my website.

My Commissioning Strategy sets out the detail of this budget and how responsibilities will be managed during the financial year. I also intend to take the opportunity to consolidate the impact of the funding I provide and use this to help inform commissioning decisions for the future.

Commissioning Budget Strategic Overview 2020/21

Funding Streams	2020/21
Crime Reduction Grant	£1,591,756
Victim Specialist Services	£472,050
Violence Reduction	£224,885
Preventative & Engagement Projects	£98,995
Commissioned Services	1,722,075
Total	£4,109,761*

* These are indicative allocations of the 2020/21 funding streams and will be subject to further amendment. Finalised allocations will be published online.

A number of allocations from the above funding streams are in the process of being agreed in order to sustain key provision of services pending the outcome of the PCC elections in May 2020.

Once the outcome is known, further allocations will be made in line with any incoming PCC's priorities.

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Annual Policing Survey

Summary report

January 2020

Background and methodology

As part of his commitment to actively engage with the diverse communities of Kent and Medway, the elected Police and Crime Commissioner (PCC) for Kent, Matthew Scott, launched his fourth Annual Policing Survey in June 2019.

Similar to previous years, the aim of the exercise was to survey a large and representative sample of residents on their views and experiences of policing in their communities. Collecting information from the sample in a concise and consistent way would enable the PCC and his staff to draw meaningful conclusions to help inform any updates to the Police and Crime Plan and the council tax precept for the financial year 2020/21.

The questions asked of residents included:

- How safe do you feel where you live, on a scale of 1 to 10? (where 1 is 'very unsafe' and 10 is 'very safe')
- Which issues do you feel are the most important?
- Would you be willing to pay a little more through council tax to help fund extra policing resources?
- Tell us one thing you think Kent Police does really well...
- Tell us one thing you think Kent Police could do better...

The survey also requested information about the respondents' postcode area, age, gender, ethnicity, and whether they worked for or volunteered with Kent Police. These questions were not mandatory but the information, where given, assisted the OPCC in ensuring that the sample was suitably representative of the wider population of Kent and Medway.

A copy of the survey is included at the end of this report.

As in previous years, the decision was taken to primarily host the survey online. This was to save money compared with countywide postal delivery costs, and saved on staff time otherwise required to input large quantities of handwritten data received.

In an effort to encourage greater participation in the online survey this year, and in recognition of the fact that the OPCC website was due to undergo significant change in the middle of the surveying period, the decision was taken to host the survey on a more user-friendly third party platform, namely Smart Survey. Due diligence was undertaken, with advice taken from Kent Police's Information Security Department, to ensure compliance with GDPR legislation.

A link to the survey was posted on the OPCC website at <https://www.kent-pcc.gov.uk/haveyoursay>. It was also shared widely on social media, making use of the OPCC's Twitter account, Facebook, and Instagram feeds. The OPCC also reached out to administrators of community-run Facebook pages, and to local councillors, encouraging them to share the webpage link among their own public contacts.

Nevertheless, recognising that not all residents are online or users of social media, some A4-sized copies of a survey leaflet were designed and printed. These were handed out to members of the public by the PCC and his staff at pop-up street stalls, community coffee mornings, and at popular events such as the Kent Police Open Days and the Kent County Show.

A [news article](#) publicising the survey was uploaded to the OPCC website, and a local BBC film crew was invited to record the PCC speaking to shoppers outside a supermarket in Maidstone for the regional Sunday Politics show.

Details of the survey were included on all outgoing e-mail correspondence and in the OPCC's e-newsletter which is sent quarterly to more than 1,600 subscribers. Copies of the leaflet were also sent out by post to any members of the public who contacted the office and requested one.

The survey remained open for six months from June to December 2019, with **3,648** responses being received. This represented the highest return rate for the Kent PCC's Annual Policing Survey when compared with the years 2016 (1,690 responses), 2017 (1,661 responses) and 2018 (1,400 responses).

Against a Kent and Medway population of around 1.8million, a sample of 3,648 people is considered statistically significant at a 95% confidence level (a commonly accepted level of probability).

Results of the Annual Policing Survey

Part One: Your views of policing in Kent

Q1) How safe do you feel where you live, on a scale of 1 to 10?

The mean average of all 3,648 responses received was a score of **6.38** out of 10.



There was some small variation in this figure when the total sample size of 3,648 was divided into sub-groups¹, for example:

- Those living in a postcode area which the OPCC defined as 'urban' responded with a score of **6.33** out of 10 for how safe they felt where they live.
- Those living in a postcode area which the OPCC defined as 'rural' responded with a score of **6.56** out of 10 for how safe they felt where they live.
- Those living in a postcode area which the OPCC defined as 'coastal' responded with a score of **6.17** out of 10 for how safe they felt where they live.

- Those aged 35 and below responded with a score of **6.77** out of 10.
- Those aged between 36 and 65 responded with a score of **6.13** out of 10.
- Those aged 66 and above responded with a score of **6.70** out of 10.

- Those who defined their ethnicity as either "White – British", "White – Irish", or "Any other white background" responded with a score of **6.34** out of 10.
- Those who defined their ethnicity as anything other than "White – British", "White – Irish", or "Any other white background" responded with a score of **5.85** out of 10.

Q2) Have you been a victim of a crime in Kent in the last year?

		Response Percent	Response Total
Yes		19.71%	719
No		80.29%	2929
		answered	3648

Those who said they had been a victim of a crime in Kent within the last year (719 people) responded to Question 1 with a score of **5.08** out of 10 for how safe they felt where they live.

In Question 3 those who said they had been a victim of a crime in Kent within the last year were also asked how satisfied they were with the service they received from Kent Police. The mean average of those 718 individuals was a score of **4.49** out of 10.

The 719 people who identified themselves as victims were also able to briefly elaborate on why they were or were not satisfied with the service they received. 448 out of the 719 took the opportunity to complete this free text field. Examples of responses from across the 1-10 scoring range spectrum are given on the following page.

¹ Throughout this report, answers given to questions within the **Part Four: About You** section have been used to sub-divide the total sample of 3,648 people into smaller demographic groups in order to identify any trends. Where totals across these sub-groups do not add up to the total sample size of 3,648 this is due to not all of the respondents having chosen to give answers to questions within the **Part Four: About You** section.

Q3) How satisfied were you with the service you received from Kent Police?	Individual	Use this space to briefly explain why you were, or were not satisfied:
1 (very poor)	40-year-old man from Cliffsend	<i>"I was involved in a hit and run car accident. This caused £8000 worth of damage to my car. A police car drove past the incident without stopping. Kent police then waited 10 days before deciding to take no action."</i>
2	59-year-old woman from Faversham	<i>"Crime number given over phone. No follow up."</i>
3	67-year-old man from Strood	<i>"I believe that money from budgets is wasted with outsourcing. Not just within Police service environments but local government and the NHS. I salute the frontline coppers who are striving to improve their relationship with the public."</i>
4	50-year-old man from Dover	<i>"Lack of coordinated investigation."</i>
5	61-year-old woman from Westerham	<i>"It took ages to get through on 101 to make report about vandals."</i>
6	23-year-old man from Herne Bay	<i>"The service from officers is fantastic, however call takers seem judgmental and don't relay info to patrols."</i>
7	42-year-old woman from Greenhithe	<i>"My concerns were taken seriously."</i>
8	13-year-old boy from Dover	<i>"I was satisfied because they did all they could."</i>
9	80-year-old woman from Chevening	<i>"All the advice I was given was extremely useful."</i>
10 (excellent)	19-year-old man from Sittingbourne	<i>"I was assaulted in a night club, police were very quick to respond. Very pleased."</i>

Part Two: What matters to you?

Q4) Which of the following issues do you feel are the most important? Please select a maximum of six

The survey asked residents to select up to six issues from a pre-set list of 17, to illustrate which issues people felt to be the most important. 3,602 people selected at least one issue.

The issues which most people selected most often were:

		Response Percent	Response Total
Anti-social behaviour		71.71%	2583
Burglary / robbery		64.21%	2313
Business crime, including shoplifting		9.11%	328
Child sexual exploitation		50.00%	1801
Domestic abuse, including coercion and control		28.85%	1039
Drugs offences		46.14%	1662
Fraud and cyber-crime		21.32%	768
Hate crime		18.49%	666
Human trafficking / modern-day slavery		24.90%	897
Public disorder, including protests / demonstrations		8.38%	302
Road traffic offences		28.21%	1016
Rural crime		25.24%	909
Serious violence, including gangs / weapons offences		61.66%	2221
Sexual offences, including rape		50.83%	1831
Stalking and harassment, including online harassment		15.38%	554
Terrorism and radicalisation		35.04%	1262
Vehicle crime		30.37%	1094
		answered	3602

When the sample size was divided into sub-groups, the top issues selected remained broadly the same, albeit there were slight differences.

For example, younger people ranked *sexual offences including rape* as the most important issue for them whereas older people ranked this at #6. People in rural postcodes ranked *rural crime* marginally higher than *child sexual exploitation*, *sexual offences*, and *drugs offences*.

Top issues among those aged 35 and under:

1. Sexual offences, including rape
2. Serious violence
3. Child sexual exploitation
4. Anti-social behaviour
5. Burglary / robbery

Top issues among those aged 66 and over:

1. Anti-social behaviour
2. Burglary / robbery
3. Serious violence
4. Drugs offences
5. Child sexual exploitation

Top issues among those aged 36 to 65:

1. Anti-social behaviour
2. Burglary / robbery
3. Serious violence
4. Sexual offences, including rape
5. Child sexual exploitation

Top issues among BAME respondents:

1. Anti-social behaviour
2. Burglary / robbery
3. Serious violence
4. Sexual offences, including rape
5. Drugs offences

Top issues among those living in urban areas:

1. Anti-social behaviour
2. Serious violence
3. Burglary / robbery
4. Sexual offences, including rape
5. Child sexual exploitation

Top issues among those living in rural areas:

1. Anti-social behaviour
2. Burglary / robbery
3. Serious violence
4. Rural crime
5. Child sexual exploitation

Top issues among those living in coastal areas:

1. Anti-social behaviour
2. Serious violence
3. Burglary / robbery
4. Child sexual exploitation
5. Sexual offences, including rape

Q5) If additional police officers and staff could be recruited, what would you like them to focus on? Please select a maximum of three

The survey asked residents to select up to three areas, from a pre-set list of seven, which they would like additional police officers and staff to be recruited into. 3,592 people selected at least one option.

The roles which most people selected most often were:

		Response Percent	Response Total
Engaging with schools and young people		32.80%	1178
Investigating crime		52.23%	1876
Neighbourhood policing		63.47%	2280
Preventing crime and anti-social behaviour		67.37%	2420
Reducing reoffending		10.33%	371
Supporting victims and the vulnerable		14.78%	531
Targeting gangs and organised crime		51.67%	1856
		answered	3592

Again, when the sample size was divided into sub-groups, the answers given remained broadly the same, albeit showing some slight differences.

For example while all demographic groups prioritised prevention and neighbourhood policing over less visible safeguarding-related roles, the proportion of younger people who selected *reducing reoffending* (21.2%) was notably higher than the proportion of older people (6.7%).

Top choices among those aged 35 and under:

1. Preventing crime and ASB
2. Targeting gangs and organised crime
3. Neighbourhood policing

Top choices among BAME respondents:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Investigating crime

Top choices among those aged 36 to 65:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Investigating crime

Top choices among those in urban areas:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Targeting gangs and organised crime

Top choices among those aged 66 and over:

1. Neighbourhood policing
2. Preventing crime and ASB
3. Targeting gangs and organised crime



Top choices among those in coastal areas:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Targeting gangs and organised crime

Top choices among those living in rural areas:

1. Preventing crime and ASB
2. Neighbourhood policing
3. Investigating crime

Q6) Would you be willing to pay a little more through council tax to help fund these extra resources?

		Response Percent	Response Total
Yes		73.76%	2595
No		26.24%	923
		answered	3518

There was majority support across all sub-groups for paying a little more through council tax to fund additional resources, albeit the size of the majority of BAME residents supporting an increase was lower than other groups.

Aged 35 and under: 73.6% (475 yes; 170 no)
 Aged 36 to 65: 73.6% (1357 yes; 487 no)
 Aged 66 and over: 80.4% (553 yes; 135 no)

Urban residents: 73.1% (969 yes; 356 no)
 Rural residents: 78.3% (835 yes; 232 no)
 Coastal residents: 73.9% (584 yes; 206 no)

White residents: 76.0% (2187 yes; 692 no)
 BAME residents: 57.5% (73 yes; 54 no)

Part Three: Your feedback

Q7) Tell us one thing you think Kent Police does really well

Q8) Tell us one thing you think Kent Police could do better

Residents were invited to use two free text fields to list one thing they believed Kent Police did well, and one thing they believed Kent Police could improve upon. More than 3,000 people gave a meaningful answer to each of these questions.

Typical examples of some of the responses given are listed, unedited, below.

Tell us one thing you think Kent Police does really well

- *“Quick at attending 999 calls.”*
- *“Openness.”*
- *“I do see a lot pf police cars on the roads.”*
- *“Fights high-end crime.”*
- *“Support vulnerable people especially in life and death situations.”*
- *“Attending traffic accidents.”*
- *“Transparent and honest.”*
- *“The handling of festivals/comunity events.”*
- *“Response to disturbance.”*
- *“Supporting victims of domestic abuse.”*

- *"Making Kent a safer place."*
- *"Oversee road traffic accidents. Investigate major crime."*
- *"Drink Driving policing."*
- *"Kent Police is great but well under staffed and under paid!"*
- *"Keep a good visual presence."*
- *"Financial management."*
- *"Support the cadets."*
- *"Public engagement."*
- *"Keeping the roads safe."*
- *"Respond well to emergency calls."*
- *"making it clear to the public that they can talk to the police about any issues."*
- *"talking one to one."*

Tell us one thing you think Kent Police could do better

- *"More police officers on the street."*
- *"Community engagement."*
- *"Response time."*
- *"Have more resources to deal with lower level crimes, even if that is just to explain to victims why it won't be taken further."*
- *"Be seen more often."*
- *"Doesn't have proper presence in my hometown of Ramsgate. need more officers on beat. especially around the harbour area evening time. I feel very unsafe going there in the late evening."*
- *"Investigate crimes more quickly."*
- *"Be at the hotspots where antisocial behaviour/drug dealing spots and speeding offences."*
- *"Follow up serious crime. Target drugs and about social Behaviour."*
- *"presence and anti social behaviour prevention."*
- *"Street Policing."*
- *"Dealing with anti-social behaviour."*
- *"Stop crime."*
- *"Visual presence."*
- *"Target speeding on side roads. I walk to work and often see cars going along roads lined with parked cars doing 50 mph +."*
- *"Catching/Arresting offenders."*
- *"Actually act and be present!"*
- *"Have enough police officers."*
- *"Youth behaviour in local areas."*
- *"More visibility in town."*
- *"easier access over the phone / email."*
- *"A police presence in the town would be a major step towards people feeling safe."*

Copy of the Annual Policing Survey 2019



Annual Policing Survey

The PCC wants to know how safe you feel where you live, and what matters to you.

Please complete and return this form to:

Annual Policing Survey,
Office of the PCC, Kent Police HQ,
Sutton Road, Maidstone, ME15 9BZ

Or complete the survey online at

www.kent-pcc.gov.uk/haveyoursay

Part one:

Your views of policing in Kent

Q1) How safe do you feel where you live, on a scale of 1 to 10?

*where 1 is 'very unsafe' and 10 is 'very safe'

Q2) Have you been a victim of a crime in Kent in the last year?

Yes No

Q3) If so, how satisfied were you with the service you received from Kent Police?

*where 1 is 'very poor' and 10 is 'excellent'

If you wish, you may use this space to briefly explain why you were, or were not, satisfied:

Part two: What matters to you?

Q4) Which of the following issues do you feel are the most important?

Please select a maximum of six

- Anti-social behaviour
- Burglary / robbery
- Business crime, including shoplifting
- Child sexual exploitation
- Domestic abuse, inc. coercion and control
- Drugs offences
- Fraud and cyber-crime
- Hate crime
- Human trafficking / modern-day slavery
- Public disorder, inc. protests / demonstrations
- Road traffic offences
- Rural crime
- Serious violence, inc. gangs / weapons offences
- Sexual offences, inc. rape
- Stalking and harassment, inc. online harassment
- Terrorism and radicalisation
- Vehicle crime

Q5) If additional police officers and staff could be recruited, what would you like them to focus on?

Please select a maximum of three

- Engaging with schools and young people
- Investigating crime
- Neighbourhood policing
- Preventing crime and anti-social behaviour
- Reducing reoffending
- Supporting victims and the vulnerable
- Targeting gangs and organised crime

Q6) Would you be willing to pay a little more through council tax to help fund these extra resources?

Yes No

Part three: Your feedback

Q7) Tell us one thing you think Kent Police does really well:

Q8) Tell us one thing you think Kent Police could do better:

Part four: About you...

You do not have to give any details if you don't want to. For information about how we use your personal information please visit www.kent-pcc.gov.uk/privacy

First half of your postcode: _____

Age: _____

Gender: _____

Ethnicity: _____

Do you work for, or volunteer with, Kent Police? Yes No

If you would like to receive a regular e-newsletter from the OPCC, please provide your email address below: _____

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Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.024.20

TITLE: New Complaints Legislation

OPEN **CONFIDENTIAL**

Reason if Confidential:

EXECUTIVE SUMMARY

The Policing and Crime Act 2017 introduced significant changes to the police complaints system, building on previous years' reforms. Part two of the Act sets out provisions for reform of the complaints and disciplinary systems to ensure the public have confidence in the PCC's ability to hold the police to account, and that police officers will uphold the highest standards of integrity.

The key provisions strengthen the PCCs oversight role of the local complaints system, giving them explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making it mandatory for PCCs to become the appellate body for those appeals currently reviewed by force Professional Standards Departments (PSDs).

To allow a localised approach, the Act also enables PCCs to take on other functions within the complaints system, 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.

To fulfil the mandatory appellate function may require PCCs to review their staffing; adopting either of the other options would require a corresponding increase in the level of staff required.

Updating the Regulations has been delayed as a result of Parliament's focus on the UK's exit from the European Union. As of 1 February 2020, the relevant provisions will be enacted with PCCs taking on the mandatory appellate function and determining whether they will pursue either of the two options. Should they decide not to at this point, PCCs can subsequently implement at any stage in the future.

RECOMMENDATION

The Commissioner is recommended to only adopt the mandatory appellate function at this time.

DECISION

From 1 February 2020, adopt the mandatory appellate function and keep this decision under review.

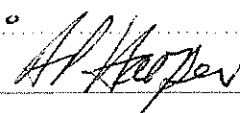
Chief Finance Officer:

Comments: Although this is the minimum required it may still require an increase in staff and funds. Any additional costs required will be identified and funded once known

Signature:  Date: 28/1/2020

Chief Executive:

Comments: This is the minimum requirement that the legislation requires. I fully support implementing the appeals function at this time, with the opportunity to develop further involvement at a later date if deemed appropriate.

Signature:  Date: 28/1/2020

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: This will enable us to monitor the impact and volume over time and respond accordingly.

Signature:  Date: 28/01/2020

BACKGROUND DOCUMENTS:

The Policing and Crime Act 2017
OPCC Business Case

IMPACT ASSESSMENT:

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

Supports delivery of the Safer in Kent Plan by developing oversight of the police complaints process and promoting the highest standards of behaviour from officers.

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
The decision is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.

KENT AND MEDWAY POLICE & CRIME PANEL

By: Joel Cook & Anna Taylor – Panel Officers
To: Kent and Medway Police & Crime Panel
Subject: Draft Panel Annual Report – 2019/20
Classification: Unrestricted

Summary:

Preparation and publication of an Annual Report by the Panel is a legal requirement under the Police Reform and Social Responsibility Act 2011.

The Panel is asked to consider and approve the below content for the 2019/20 Panel Annual Report.

Draft Annual Report**Introduction**

1. This report summarises the work of the Panel between February 2019 and February 2020. It follows annual reports that have been produced every year since the Panel was established in November 2012.

Meetings

2. During this period (2019) the Panel met 4 times – 6 February, 12 June, 24 September and 21 November. The Chairman also met and otherwise communicated with the Commissioner to assist and support the smooth running of Panel business.

Panel business

3. The Panel met its statutory duty in February to consider and make recommendations on the Commissioner's refreshed draft "Safer in Kent: The Community Safety and Justice Plan 2017-21", as well as his proposed budget and precept. The Panel supported the Plan.
4. The Panel unanimously approved the Commissioner's proposed maximum permitted precept increase of £24 for the year for an average Band D, which equated to a 14.2% precept increase. The Panel noted that this raised an additional circa £16.6m for policing in Kent which would help to pay for things like the rising costs of pay and national insurance, pensions and vehicle insurance, there was also an intention to recruit another 180 additional police officers. The Panel also recognised that the Commissioner had required the Force to make a further £10million of efficiency

savings in 2019/20. [The published report of the Panel's view of the Plan and Precept is available online.](#)

5. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2018/19, which it considered at its meeting on 12 June 2019.
6. The Commissioner has continued to place a strong emphasis on mental health in his plan and the Panel received updates on his work at every meeting.
7. The Panel received reports on the following issues between February 2019 and February 2020:
 - a. Crime Data Integrity – this included further reassurance that the historic issues identified in HMICFRS inspections had been resolved with sustainable solutions.
 - b. Brexit – this included noted the Commissioner's continued engagement at a local and national level around preparedness in Kent.
 - c. HMICFRS PEEL Assessment – this provided a very positive review of Kent Police with the Force receiving ratings that showed it to be best Force in England and Wales.
 - d. PCC's expenditure to support the Police and Crime Plan – updates were provided on a range spend areas, with items selected for consideration by the OPCC and Panel Officers.
 - e. Police Officer Recruitment – updates were provided as to the swift pace of recruitment, including positive comment on the hard work of the recruitment and training staff.
 - f. Victim Satisfaction and Community Engagement – this allowed for a discussion about the current approach for satisfaction measurement and community engagement as well as plans being developed for expanding both areas. Update reports on this were requested for consideration at future meetings.
 - g. Violence Reduction Update – this involved updating the Panel on the work of the Commissioner in terms of his Violence Reduction Challenge, as well as other work that had pre-dated the governments Serious Violence Strategy. This included reference to the associated research the Commissioner had commissioned into how best relevant agencies can work together to tackle serious and violent crime.
 - h. ONS Crime Statistics for Kent – this provided an update on crime levels and charge rates, both of which raised concerns from the Panel but reassurances were provided by the Commissioner as to the work being undertaken to address identified issues.
 - i. Overview of Citizens in Policing, covering the full range of volunteers engaged in policing the county – this provided a clear overview of the extensive and valuable work done by volunteers across the policing family, all of which was formally commended by the Panel.
8. "Questions to the Commissioner" continued as a regular item at each meeting. The Panel welcomed the Commissioner's willingness to answer questions, of which he

had been given prior notice. The agenda item continues to provide a greater opportunity for Panel members to raise issues with the Commissioner that do not form part of his formal reports. Question topics included issues such as visible policing, engagement with District Councils, funding for Community Policing Teams, appropriate measures to hold the Chief Constable to account for delivering the Safer in Kent Plan, preparations and plans for coordinating actions in Kent in the event of a no deal Brexit, Taser Training, monitoring the success of Town Centre Officers deployment, increasing the policing powers available to PCSOs and exploring opportunities for better data sharing with councillors.

Complaints

9. The Panel received a report on complaints against the Commissioner and noted that there had been an increase in the number of recorded complaints made against the Commissioner, albeit against a very low number from the previous year. It was also noted that no complaints had been progressed to consideration by the Panel's Complaints Sub-Committee. Officer contact with other Panels suggests that the number of complaints (recorded or otherwise) against the Kent Commissioner remains low compared with other Commissioners.

Commissioner's decisions

10. The Commissioner published one Key Decision in 2019, which was considered by the Panel. The Commissioner provided the Panel with a clear statement of the business case and reasons for his decision which the Panel found very helpful. The Commissioner also published details on his website of expenditure in excess of £500 and continued to provide reports to the Panel drawing attention to some of these items and their significance. As agreed in the previous year, Panel Officers have worked with the Commissioner's Office to identify spend items for consideration by the Panel.

Panel terms of reference

11. The Panel's terms of reference require them to be reviewed annually. It is considered convenient to do this at the same time as the Panel reviews its work over the past year. Minor wording changes, clarifications or consequential amendments to address changes in law or external arrangements may be made from time to time by Officers, subject to review by the KCC Monitoring Officer. No significant changes to the terms of reference are proposed at this time for the Panel's consideration and approval. The full terms of reference can be found by following this [link](#).

Panel budget

12. The Panel's terms of reference also require the Panel to review its budget on an annual basis. Finance for the Panel's work comes from an annual Home Office grant of £64,340. Expenditure has increased annually in line with support staff pay changes, the introduction of Co-optee Member allowances and relevant membership fees / subscriptions. In 2017/18 it was £32,779.02 and in 2018/19 it was £33,931. The forecast final outturn for 2019/20 is £39,886. While meeting all statutory obligations

and undertaking appropriate work, the Panel has ensured its costs are contained well within the existing Home Office Grant, demonstrating that the Panel continues to deliver good value for money.

Conclusions

13. This year, which is the final one in the 2016-2020 Commissioner's term of office, has seen continued positive engagement between the Panel and the Commissioner balanced with robust challenge and questioning on a range of key issues. The relationship between Panel and Commissioner continues to be positive and Panel consideration has reflected good information sharing and transparency as well as appropriate praise and commendation of the work of the Commissioner and Kent Police.

Recommendation:

To consider and approve the draft Kent and Medway Police & Crime Panel 2019/20 Annual Report.

Contact: Anna Taylor / Joel Cook
Scrutiny.committee@kent.gov.uk
03000 416478 / 416892

Police and Crime Panel Forward work programme (February 2020)

Meeting dates for 2020/21

Thursday 6 February – 14:00 (Budget and Precept meeting)

Tuesday 18 February – 10:00 (Budget and Precept reserve date)

Thursday 18 June 2020 – 10:00

Tuesday 8 September 2020 – 10:00

Tuesday 8 December 2020 – 10:00

Thursday 4 February 2021 – 10:00 (Budget and Precept meeting)

Tuesday 16 February 2021 – 10:00 (Budget and Precept reserve date)

Work programme update

In view of the PCC Election in May 2020, which will take place prior to the next Panel meeting, the full work programme will be reviewed and updated via discussions between Panel Members, Panel Officers and the Office of the Police and Crime Commissioner.

Items provisionally planned for future consideration

- Hate Crime Victim Satisfaction
- Support structures / arrangements for additional officer numbers and increased frontline activity

Standard items at each meeting

- Update on PCC's work related to Mental Health and Policing
- Questions to the Commissioner

Items to consider at each meeting when available

- Commissioner's Key Decisions

Items to note at each meeting when available

- Performance and Delivery Board minutes

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KENT AND MEDWAY POLICE & CRIME PANEL

By: Joel Cook & Anna Taylor – Panel Officers
To: Kent and Medway Police & Crime Panel
Subject: Questions to the Commissioner
Classification: Unrestricted

Introduction

1. The Questions to the Commissioner item provides an opportunity for Members to submit questions to the Commissioner in writing in advance of each meeting. These questions are not required to be related to other agenda items or planned items from the work programme but they must focus on the work of the Commissioner rather than the detail of operational policing.

Recommendation:

To note the answers provided by the Commissioner to the questions submitted by Panel Members.

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Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 25 September 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, Deputy Chief Constable Tony Blaker and Deputy Chief Officer Ian Drysdale

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present. He thanked the force for their engagement with his office and work in preparing for the meeting.

2. Notes of Previous Meeting

The notes from the meeting held on 5 June 2019 were noted as a true and accurate record.

The following action updates were provided:

- Update on Junior and Mini Cadets – *discharged, reported in item 3 'Safer in Kent Plan' paper.*
- Update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act – *discharged, reported in item 4 'Inspections, Audits & Reviews' paper.*
- Update on IMU Recovery Plan – *discharged, briefed outside of meeting.*
- Update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose' – *discharged, briefed outside of meeting.*
- Update on Force Inspectorate review on response to Stalking & Harassment – *discharged, reported in item 4 'Inspections, Audits & Reviews' 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

- In relation to hate crime, domestic abuse and rape victim surveys, the Chief Constable reported they continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He said that Sexual Offence Liaison Officers had been introduced to further improve and enhance the service provided. The Chief Constable advised that he would update on domestic abuse victim satisfaction at the next meeting once the data had been fully analysed.
- The PCC congratulated the force on the high levels of victim satisfaction. He asked about burglary victim satisfaction and the Chief Constable stated it was the next crime type to be measured and the survey would commence in November.
- The PCC sought the Chief Constable's view on how Victim Justice was progressing. The Chief Constable explained the focus was on case file quality and timeliness as well as the victim's journey through the criminal justice process. He said it was improving, but that staff in the Victim Justice Unit (VJU) were also re-energised and focused, which was helping the overall service to victims.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable appreciated that ASB had a real impact on people's lives, and said it was right to prioritise through a partnership approach. He stated it was being tackled by partners every day and this included the use of powers, such as dispersal orders, where appropriate.
- He reported that ASB overall had reduced, explaining that there had been decreases in drunken behaviour and unlawful encampments, to name a few, whereas neighbour disputes and rubbish had increased. He added that the reduction did not reflect a shift to public order offences, which were also showing a reduction.
- Focusing on residential burglary, the Chief Constable reiterated that the definition had changed. For the rolling year to July 2019 he reported that Kent had seen a very small increase, but overall it was a stable picture.
- The Chief Constable highlighted the good work of the Crime Squad since its creation in late February 2019. He explained the 32 officers were based on the 3 divisions, with a focus on burglary and similar crime types. Outlining examples of positive work entailing arrests and prosecutions, he stated some of the activity would not have happened without a dedicated resource hunting offenders down. He added that if more officers were recruited in the future, it was a team he would like to grow.
- Focusing on rural policing, the Chief Constable advised a number of forces did not have dedicated resources, but the vulnerability of rural communities was recognised in Kent. He outlined the important work of the Rural Policing Team and partners in preventing and fighting crime. He added that local knowledge was vital; supported by desk-based investigation via the Investigation Management Unit (IMU).
- The PCC asked what steps were being taken to reduce ASB. The Chief Constable explained it was being tackled through a partnership working model where local problems and locations were discussed and solutions found. He added there was also increased local intelligence concerning ASB linked to county lines activity.
- The PCC asked about the Chief Constable's vision for town centre policing. The Chief Constable said that he welcomed the ability to increase the number of dedicated Town Centre Officers from 18 to 54, adding that they would be highly visible, engaged with local businesses and allocated according to demand.

Tackling Abuse, Exploitation and Violence

- The Chief Constable stated the force was dedicated to tackling emerging crimes such as modern slavery and human trafficking. He said a great deal of preventative and enforcement activity was taking place across the county to locate and safeguard victims of organised crime groups.
- In relation to the Missing and Child Exploitation Teams (MCETs), the Chief Constable highlighted examples from the paper involving investigations with the National Crime Agency and enforcement agencies in other countries.
- To raise awareness of vulnerability and better equip officers and staff, the Chief Constable advised there had been numerous training sessions including on stalking, harmful practices and rape. He added that there were now also 50 stalking SPOCS across the force.
- Outlining some great results in terms of prosecuting domestic abuse perpetrators and safeguarding victims, the Chief Constable stated that the force had run CPD events focusing on male domestic abuse victims and the MARAC process to raise awareness and improve knowledge.
- To tackle violent crime, particularly knife crime, the Chief Constable advised that a number of operations were conducted in June and July in partnership with surrounding forces resulting in 556 arrests, 683 stop and searches, 236 drug seizures, and seizure of 282 weapons and £600,000 in cash. As a result, he reported that knife crime reduced by 25% over the period.
- The PCC requested that his thanks be passed to officers and staff for their great work in reducing violent crime.
- Focusing on domestic abuse, the PCC asked about the trends in men and women being victims. The Chief Constable acknowledged that the force was still not getting the complete picture, but said the trend was currently stable with male victims accounting for just over 20% of reported domestic abuse - half of which was male on male. He added that more needed to be done to encourage reporting in order to get the full picture.
- The PCC asked what the force was doing to challenge female genital mutilation and forced marriage. The Chief Constable outlined the force's 4 'P' approach with partners to tackle such offences – Pursue, Prevent, Protect and Prepare. He added that it was important to build trust and confidence, and work with partners and local communities to tackle cultural issues and stamp out such harmful practices.

Combating Organised Crime and Gangs

- The Chief Constable stated that through the 4 'P' approach, the force was also actively combatting organised crime groups (OCGs) and gang-related activity.
- The Chief Constable advised that 30% of county lines activity into Kent was coming from London. Drawing on examples in the paper, he highlighted some fantastic policing that had resulted in a number of Albanian offenders being jailed for 60 years; and one of Kent's highest harm drug lines being dismantled following the execution of warrants in London.

- The Chief Constable reported that there were 32 active OCGs in Kent and that compared to neighbouring counties, the force had the highest level of OCG disruptions. With regards to disruption, the Chief Constable said tactics included drug / cash seizures and utilisation of the Proceeds of Crime Act (POCA) to confiscate assets.
- The PCC asked if the surge activity in relation to knife crime was sustainable. The Chief Constable confirmed it was due to the increase in police officers funded by the precept, as well as the recently announced national officer uplift which would ultimately enable further growth in proactive teams.
- The Chief Executive requested that further information be provided on how cash seized under POCA was distributed. The Chief Constable agreed to include this within the next paper.
- The PCC congratulated the force on its excellent proactive and investigative work. Referring to recent public engagements, the PCC asked what the force was doing to combat drug dealing in local communities. The Chief Constable stated it was actively addressing the issue and that such problems were dealt with by the Community Safety Unit and Community Policing Team in conjunction with local partners. He added there was also a link between local policing and the Serious Crime Directorate to develop intelligence and tackle drugs supply.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs were fundamental to the policing model and that the number had remained at 300, with 82 in specialist roles, such as youth engagement and vulnerable adults. He stated that PCSOs had a wealth of local knowledge and were well-connected and respected in their local area, adding that they assisted with a large array of tasks, including: attending calls, visible patrolling and representing the force at partnership events.
- Highlighting the good work of the Citizens in Policing Team, and positive Special Constabulary news, the Chief Constable reported that two new vehicles had been purchased by SECAMB to expand the Joint Response Unit.
- Applauding the hours Special Constables give and various roles they perform, the Chief Constable highlighted that one had now been trained and accredited in counter terrorism work and others were due to be trained in Taser and drone operation. He added there had been an increase in those applying to join as a regular, noting that the smooth transition saved over £24,000 per applicant.
- The Chief Constable stated that there were now around 400 Police Cadets, with over 350 young people waiting to join. He said the scheme was going from strength to strength, with a number having joined the force as a regular officer, member of staff or Special Constable. He added that the scheme was also helping to turn young people's lives around, particularly those from vulnerable backgrounds.
- The Chief Constable highlighted that there were around 50 Community Police Volunteers, but stated that the aim was to recruit 300 by June 2020.
- In relation to Community Speedwatch, the Chief Constable noted their excellent work in targeting repeat and extreme driving behaviour. He also commented on the good work of Neighbourhood Watch.
- The Chief Constable noted the ongoing great work of the Tactical Operations Department, including the Roads Policing Unit, in not only tackling the fatal four: speeding; mobile phone use; no seatbelt; and drink / drug driving, but also arresting criminals using the road network. He added that road safety was further enhanced by the Special Constabulary Roads Policing Team.
- Addressing an issue raised by residents, the PCC asked whether foreign lorry drivers who contravened traffic laws were pursued and dealt with in the same way as UK drivers. The Chief Constable stated officers have powers to deal with foreign lorry drivers committing offences, including making them pay an immediate fine as a penalty. He advised that if the fine was not paid, officers could also immobilise or seize the vehicle. He added that between September 2018 and August 2019, just over £500,000 was paid by way of fines.
- Acknowledging the tremendous work of PCSOs, the PCC asked how the specialist and traditional roles were working. The Chief Constable explained that from a morale and development point of view it was great. The specialist roles were also helping manage demand, with for example the MCET PCSOs carrying out most - if not all - missing person enquiries. He said they provided a dedicated safeguarding resource and were building links with young people. He added that traditional PCSOs also did a fantastic job in local communities.

Delivering an Efficient and Accessible Service

- The Chief Constable highlighted that the number and duration of Section 136 Mental Health detentions had increased over the last 7 years. He said that planning was underway to develop alternative pathways to hopefully reduce the use of police powers, including the creation of alternative places of safety in 2020.
- In relation to 999 and 101 call handling, the Chief Constable reported that a very high percentage of calls were being answered, despite increased demand. He reiterated that 999 calls would always be prioritised over 101 calls, and therefore the percentage of 101 calls answered would fluctuate slightly during peak times.
- Focusing on other ways of reporting crime, the Chief Constable said the 'Click before you call' campaign had seen a positive uptake, but its overall effectiveness would only be known in 3-6 months' time.

- The Chief Constable said new IT solutions were helping to deliver efficiencies, advising that the Mobile First application had contributed significantly to the 17,215 hours saved in the 1st quarter; 5,000 more hours than the previous quarter. He also stated that whilst Athena performance issues continued to be addressed, the system was becoming more reliable.
- Referencing his first briefing on the FCR three years ago, the PCC said there had been tremendous improvements and asked that his thanks be passed to all FCR staff for their hard work. Referencing the changing landscape, the PCC asked if the improvements in performance were sustainable. The Chief Constable stated that whilst 101 call answering fluctuated with seasonal pressures meaning the public may have to wait a little longer, overall performance was sustainable in the longer term.
- The PCC asked whether the force was maximising the use of Crimestoppers and how it ensured information received was assessed and acted upon wherever possible. The Chief Constable said the force had obtained some good results based on the information received, but he did not feel it was being used to its maximum. He offered to provide a further update at the next meeting and the PCC agreed.

Actions

- **Force: update on domestic abuse victim satisfaction survey results.**
- **Force: include information in next paper on how cash seized under POCA is distributed.**
- **Force: provide further update on how information received via Crimestoppers is maximised and acted upon where appropriate.**

4. Inspections, Audits & Reviews

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

The following points were discussed:

- The DCC reported that HMICFRS were now inspecting forces through a new integrated PEEL methodology, involving insight visits throughout the year. He said some areas of improvement had been identified locally and nationally which the force was working through in order to enhance its Effectiveness grading. He added that one strand the force was focusing on related to the use of mental health powers.
- The DCC confirmed that following HMICFRS' Stalking and Harassment inspection of Sussex Police progress had been made on the recommendations. He reported that the force had reviewed and updated policy guidance, carried out training, identified 50 Stalking SPOCs and were now regularly dip-testing crime reports.
- In relation to HMICFRS' report on the police and CPS response to crimes against older people, the DCC advised that the force had accepted the recommendations and work was underway to determine how it could enhance the service to older victims. The PCC requested a further update at the next meeting.
- The PCC sought assurance that the high standard of crime data integrity was being maintained. In confirming that it was, the DCC reported that the governance processes had been tightened and culturally all officers and staff understood the importance of accurate crime recording.
- Referring to internal and external audits, the DCC provided an update on the Statement of Accounts. He said that whilst there was a national issue relating to pensions, the force published the accounts ahead of the statutory deadline and received an unqualified audit opinion.
- The PCC asked that his thanks and congratulations be passed to the Finance Team.

Action

- **Force: provide further update on response to HMICFRS report 'The poor relation: The police and CPS response to crimes against older people'.**

5. People

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

The following points were discussed:

- The DCO reiterated that the force's most important asset was its people and advised there was a focus on capability, as well as capacity.
- In terms of officer recruitment, the DCO stated there would be no lowering of standards in terms of quality to achieve the desired number. He said the investment in occupational health would also continue, with the uptake for the 'Feel Well Live Well' programme evidencing the need, as well as the importance placed on wellbeing.

- Focusing on capacity, the DCO said officers were feeling more positive as they were seeing numbers increasing to help with demand. He advised the planned establishment of 3632.5 FTE officers by end of March 2020 would be exceeded as a result of the national officer uplift, but the force was in a good position to meet the ambitious target. He reported that 397 officers were to be recruited this year, with 88 having already joined.
- The DCO also stated that the force was not taking its eye off of other roles as they were all important and made a great contribution to policing in the county.
- Referring to the paper, the DCO advised the recruitment of BAME and female officers was a stable picture, adding that there were a number of initiatives in place to support and increase applications.
- In relation to absence the DCO reported that over the last 7 years it had reduced, but compared to the first 4 months of last year there was a slight increase. He said it was manageable going forwards due to good analysis, resources and tight HR controls.
- Commenting on the national officer uplift, the DCO said the force would soon know how many officers it was being allocated. He added that regardless, it was welcome news in terms of bolstering numbers. The PCC requested an update at the next meeting.
- Acknowledging the positive work, the PCC focused on equipping more officers with Taser – something which he said he fully supported. He asked what the uptake had been in officers indicating an interest in carrying Taser. The DCO said that 99% of officers surveyed were in favour and the force anticipated that 1,600 would apply, which with regards to officer safety was very positive. The Chief Constable reinforced this by stating that it was an easy decision to equip officers with another layer of protection in the face of increasing assaults and general threat, risk and harm. He said he had received a number of personal emails thanking him for the decision.
- The PCC was pleased to hear about the positive uptake and asked about plans to give Special Constables the option of carrying a Taser. The Chief Constable reiterated that Special Constables were trained to the same level and deal with the same situations as regular officers, adding that it was only right to afford them the same level of protection. He said Home Office approval to do so was awaited, and the option would only be offered to those with 10 years' service and averaging 40 hours of duty time per month.
- The PCC expressed his thanks to everyone involved in officer and staff recruitment.

Action

- **Force: provide update on the impact of the national officer uplift.**

6. Finance

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

The following points were discussed:

- Reinforcing the operating context of the force, the DCO highlighted that Kent was 32nd out of 43 in terms of funding received from government. He said it would have been a very challenging position had it not been offset by the PCC's decision to increase the precept in recent years. Comparing Kent to other forces in terms of expenditure on frontline and support services, the DCO noted Kent's shrewd financial performance.
- In relation to the financial forecast against revenue budget, the DCO reported an underspend of £600,000 (0.2% of the overall budget). He said that whilst overtime was forecast to be overspent, some of this would be reimbursed as it related to specific operations.
- The DCO reported that the force's investment budget was forecast as 98% spent, and encompassed planned spends including the Taser uplift. He stated that the £11 million savings target was challenging to meet, but the force was working hard to achieve it.
- Overall, the DCO advised that the force's financial position remained healthy, but there was ongoing tight control and scrutiny to ensure challenges were met.
- Focusing on overtime expenditure, the PCC sought confirmation the money would be reimbursed. The DCO confirmed this was the case, adding that through tighter controls it was also being better managed to ensure it remained within budget.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The DCC stated that collaboration with partners was ongoing, and referenced the sharing of equipment, such as drones, as well as 7 Force collaboration plans around training and procurement.

- Albeit a very sad conclusion, as an example of good extensive partnership working he referenced that between the emergency services and partners in the search for Lucas Dobson in Sandwich.
- The DCC spoke about the 7 Force collaboration projects, including the procurement of a Policing Education Qualifications Framework (PEQF) provider to deliver the new professional training framework. He also outlined the possible benefits and savings related to armed police training and governance.
- Focusing on the 7 Force procurement work, the PCC asked about the benefits and savings. The DCC stated the single lead for the project would provide capability and capacity, but it would also provide a better negotiating position through scale purchasing across 7 forces which would ultimately save money.
- In relation to Single Online Home, the PCC asked about the implementation and benefits to the force and public. The DCC stated it was too early to identify benefits as Kent Police previously had an effective online offering. He added that Single Online Home allowed access to a wider range of services developed nationally, and also to new future services providing cost savings and greater accessibility.
- In relation to Brexit preparations, the DCC explained there were plans in place which would continually be refined to ensure traffic disruption and /or public disorder were managed effectively. He stated that officer and staff duties had been planned and contingency plans, such as those relating to the Operation Brock infrastructure, had been tested. He added that access to the Schengen Information System would be affected, but the conversion of force records to the Interpol system had been completed.
- The DCC concluded by outlining a number of other partnership work streams, including tackling harmful practices, joint working around licensing, and the embedded Youth Justice Team within both Kent and Medway Youth Offending Teams.

8. Topical Issues & Update on Significant Operational Matters

- To evidence the value of the additional investment, the Chief Constable highlighted a Crime Squad investigation.
- In the east of the county a female was sexually assaulted; over the following 48 hours the offender went on to commit a further 21 offences including robberies and burglaries.
- The Crime Squad took on the investigation, gathered evidence and tracked the offender down. He was subsequently arrested by Tactical Operations officers and charged by the CPS.
- Following a number of identification parades, the offender pleaded guilty to two charges at Crown Court and was remanded in custody; he is currently awaiting sentencing.
- The PCC expressed his thanks to the Crime Squad for their continuing great work.

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

Overview of Actions

	Status	Owner	Due date
Update on domestic abuse victim satisfaction survey results	Open	Chief Constable	04/12/2019
Include information in next paper on how cash seized under POCA is distributed	Open	Chief Constable	04/12/2019
Further update on how information received via Crimestoppers is maximised and acted upon where appropriate	Open	Chief Constable	04/12/2019
Further update on response to HMICFRS report 'The poor relation: The police and CPS response to crimes against older people'	Open	Chief Constable	04/12/2019
Update on the impact of the national officer uplift	Open	Chief Constable	04/12/2019

Date of next Performance & Delivery Board: 4 December 2019