

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

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

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

Membership

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

UNRESTRICTED ITEMS

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

- 1 Introduction
- 2 Virtual Meeting protocols (Pages 1 - 6)
- 3 Apologies and Substitutes
- 4 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 5 Minutes of the Police and Crime Panel held on 6 February 2020 (Pages 7 - 14)

A - Items for consideration under Statutory Obligation - None for this meeting

B - Reports from the Commissioner requested by the Panel or offered by the Commissioner

- B1 PCC Annual Report 2019/20 (Pages 15 - 54)
- B2 COVID-19 Emergency Funding (Pages 55 - 58)
- B3 Mental Health - Verbal Update
- B4 Officer Recruitment - verbal update

C - Commissioner's Decisions

- C1 Chief Constable Contract (Pages 59 - 62)

D - Panel Matters

- D1 Independent Co-optee arrangements (Pages 63 - 64)
- D2 Future work programme (Pages 65 - 66)

E - Questions to the Commissioner

F - For Information

- F1 Minutes of the Commissioner's Performance & Delivery Boards (Pages 67 - 76)

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

Friday, 28 August 2020

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From: Ben Watts, General Counsel
To: Kent & Medway Police and Crime Panel 8 September 2020
Subject: Protocols for Virtual Meetings
Classification: Unrestricted

1. Introduction

- (a) In line with provisions in the Coronavirus Act, regulations have come into force giving local authorities the ability to take a more flexible approach to holding meetings.
- (b) However, the core governance requirements for meetings remain. Notice still needs to be given for meetings and the Agendas need to be made available online. The public's right to observe meetings remains the same and so provision needs to be made for the public to hear the discussion and see it where possible as well.
- (c) The regulations are written so that each local authority can tailor their ability to hold virtual meetings to the technology they are able to put into place. Use of the technology needs to ensure the business of the Council can be conducted fairly and without any participant or observer being unduly disadvantaged.
- (d) Formal meetings held virtually are still formal meetings, and while the procedures and rules remain the same as when all Members are present in the same room, it will be a different way of working.

2. Protocols for Virtual Meetings

- (a) Each KCC Committee is being asked to adopt a set of supplementary protocols to guide how virtual meetings will be run. These are geared to explaining how the requirements of the Constitution will be put into effect in a virtual setting. As KCC is the Host Authority for the Panel, it is administered in line with KCC Governance arrangements.
- (b) Adopting these Protocols will enable Panel Members to have a common point of reference and to understand how business will be conducted. For members of the public observing our virtual meetings, this will improve transparency and understanding of the democratic process.
- (c) A set of Protocols for the Panel are attached as an Appendix to this report.

3. Recommendation:

That in order to facilitate the smooth working of its virtual meetings, the Panel agrees to adopt the appended Protocols.

4. Background Documents

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) England and Wales) Regulations 2020 - SI 2020 392, <http://www.legislation.gov.uk/uksi/2020/392/contents/made>

5. Contact details

Report Author and Relevant Director:

Ben Watts, General Counsel 03000 416814
benjamin.watts@kent.gov.uk

Panel Officers

Anna Taylor – Scrutiny Research Officer
03000416478
Anna.taylor@kent.gov.uk

Joel Cook – Scrutiny Research Officer
03000416892
Joel.cook@kent.gov.uk

Protocol for Meetings of the Kent & Medway Police and Crime Panel held under SI 2020 392

General

1. The Panel Terms of Reference and relevant KCC (Host Authority) procedure rules shall continue to apply for all virtual meetings except where there is a requirement, implied or otherwise, for Members to be physically present in the same location.
2. These Protocols supplement but do not replace the Terms of Reference and Procedure Rules and exist to make meetings held under SI 2020 392 more effective and efficient.
3. Reference to Chair or Clerk relate to the Chair or Clerk of the specific virtual meeting.
4. The Monitoring Officer or his deputies are available to assist and advise the Chair and the Clerk as necessary.
5. Members are respectfully reminded to ensure that the electronic device through which they are attending the virtual meeting has sufficient battery charge.

Rules of Conduct

6. The Chair's ruling on the meaning or application of these Protocols or any other aspect of the proceedings of a meeting held virtually cannot be challenged.
7. The Chair may give any direction, or vary these Protocols, when they consider it appropriate to do so in order to allow for the effective and democratic management of the meeting but must take advice from the Clerk before so doing.
8. Immediately before the commencement of the virtual meeting, all participants must switch the video and microphone settings to "off" and only turn them on when invited to speak by the Chair.
9. Members are reminded that any member of the public may observe the meeting.
10. The conversation function referred to in the Protocols is also known as the 'meeting chat'. Members should proceed as if the content can be viewed by participants and the wider public and only use the function for procedural matters as set out below. It should not be used to discuss the substantive issue – this should be done verbally.

Attendance

11. Members must affirm their presence by typing the word 'Present' in the conversation function of the meeting. This shall be accepted by the Clerk as the equivalent of the Member having signed the attendance list.
12. Where a Member is leaving the meeting permanently or temporarily, the word 'Absent' shall be typed in the conversation function. Where the Member joins the meeting once more, 'Present' shall be typed once more.

13. Where a Member has declared a DPI or other interest which means they need to absent themselves for part of the meeting, the Member shall leave the meeting completely at the appropriate time. The Clerk shall email the Member when they are able to re-join. The Clerk will confirm the absence by checking the meeting attendees and confirming the same to the Chair.
14. The standard quorum of one third of the total voting membership applies and this number must have indicated they are 'Present' for the meeting to commence or continue. The Clerk will conduct electronic checks on quoracy periodically throughout the meeting.

Substitutes

15. In order to ensure that Members have access to the virtual meeting, it is requested that formal notification of substitutes to the Clerk be made at least 48 hours prior to the start of the meeting. The start time of the meeting will be affected if this is not done.

Speaking

16. Members and other participants in the meeting must wait to be called on by the Chair before speaking.
17. Attendees may indicate a desire to speak through use of the conversation function. The Clerk will ensure these are brought to the attention of the Chair in the order received.
18. Members not part of the Committee wishing to speak shall request permission from the Chair in advance so that the Clerk is informed 24-hours ahead of the meeting.

Motions and Amendments

19. Except where the motion before the Committee is set out in the Agenda, any Member is entitled to request that a motion or amendment before the Committee be typed out in the conversation function by the proposer. Where this is done, the Clerk shall read out the motion/amendment.
20. All proposed motions/amendments will need to be seconded by a Committee Member present in line with usual practice.
21. The Chair shall ask for Members' views on the motion/amendment. Where the view of the Committee is unclear, the Chair shall call for a vote.

Voting

22. The Chair may ask the Panel if there is general agreement with the recommendations for any item and where no objections are made, the Chair will accept this as agreement and the Clerk will record the resolution accordingly. If there are objections, the Chair will call a vote.
23. Voting will be through a rollcall of all Members taken in alphabetical order, or through a poll overseen by the Clerk through the conversation function, with the Clerk announcing whether the motion/amendment was agreed or not agreed once this has concluded. The Chair will announce at the start of the meeting which of these methods is to be used.

24. Where a poll is the chosen method but is not able to take place, the Chair shall ask Members to record whether they are for, against, or abstaining in the conversation function. No response shall be taken as an abstention.
25. No votes shall be recorded in the Minutes unless sections 16.31 or 16.32 of the Constitution apply.

Clerking

26. There will normally be a minimum of two Officers supporting the Chair and Committee during a virtual meeting. One will act as a facilitator to support the Chair. The other will be taking minutes.

Other Provisions

27. Where the minimum legal requirements apply and Members are only able to hear each other and be heard, the Chair shall be responsible for identifying speakers etc., and will be supported in this by the Clerk as facilitator. A rollcall shall be held at the start of the meeting, and at other times as deemed necessary by the Chair, to establish quoracy in these circumstances.

Part Two Meetings

28. At the start of any formal meeting, or part of any formal meeting, from which the press and public have been excluded in accordance with section 15.17 of the Constitution, Members shall type the words 'Present - Alone' to verify that no unauthorised person is able to hear, see, or otherwise participate in the meeting.
29. A Part Two meeting will normally be anticipated and will be scheduled in advance as a separate virtual meeting. Where the need to move into a Part Two meeting only becomes apparent during the meeting, the item affected should be adjourned to a later date.

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KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 6 February 2020.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr A Clark, Cllr L Dyball (Substitute) (Substitute for Cllr P Fleming), Mrs L Game, Ms S Hamilton, Cllr MJ Holloway, OBE, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr H Tejan, Cllr R Wells and Mrs E Bolton

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**340. Minutes of the Police and Crime Panel held on 21 November 2019**

(Item 4)

1. The Commissioner provided a brief update, related to points raised at the previous meeting. He explained ongoing activity to manage the waiting list for the cadet scheme, indicating that additional volunteers were needed to assist in this. The Commissioner commented that the Chief Constable was keen to use some of the newly recruited Officers to support the cadet programme. Members commented positively on the cadet programme and the Commissioner welcomed the feedback.

RESOLVED that the minutes of the meeting held on 21 November 2019 were an accurate record and that they be signed by the Chair.

341. Draft Police and Crime Plan and Associated Budget and Precept proposals

(Item A1)

1. The Chair introduced the item, clarifying that the intention was to scrutinise the proposed draft plan and to consider the need for the additional requested precept funds. It was confirmed that consideration of the Plan and Precept would be conducted in parts, as usual.

Policing Plan

2. The Commissioner provided an overview of the Plan and background as to the purpose of and legal requirements for the Plan. He highlighted that the Plan represented one of the most important elements of how the Police were held to account. He commented that while always mindful of his manifesto, he also took into account other key factors when reviewing his plan and associated precept, including changing trends, operational pressures, new challenges, feedback from

the public, Police Officers and Staff and the Panel. The Commissioner explained that the priorities in the Plan were based on the Policing Survey, community engagement and the operational opinion of the Chief Constable. He explained that he wished to strike a balance between operational needs and realities and the views and expectations of the public.

3. In outlining the Policing Survey, the Commissioner explained that the methodology had been improved, building on learning from previous surveys, maximising good practice and addressing flaws. This meant the most recent survey was more robust and he thanked the Office of the Police and Crime Commissioner (OPCC) staff for their hard work in delivering and promoting the survey, which had resulted in a three-fold increase in responses. He noted that while the feedback from the survey was very important, some very key crime issues were not highlighted as priorities by respondents but in his view, these had to be treated as priorities because it was vital to recognise the impact of these crimes on victims. Key examples included domestic abuse.
4. The Commissioner explained that based on all the information considered, no significant changes were required to the Plan. He advised that various minor updates were proposed to reflect developing arrangements and projects related to Policing and the Plan. He drew the Panel's attention to the details outlined in the report and highlighted a few positive examples such as the Plan referencing Violence Reduction Units, the securing of additional government funding for unique policing pressures on Kent (e.g. Brexit) and also specific consideration of knife crime within the 'Fight Crime and Anti-social Behaviour' priority.
5. The Commissioner also commented on the improved situation in relation funding for Policing which had been unexpected in previous years and had led to significant review and updating of the Kent Police Medium-term Financial Plan (MTFP).
6. The Chair congratulated the Commissioner on the response to the Policing Survey and also commented that Kent Police had clearly been performing well, in view of national assessment and the previous positive updates provided by the Commissioner. The Chair opened the item to questions.
7. Members asked a range of questions in relation to the Policing Survey and the Plan. Key issues raised by the Panel and responded to by the Panel included the following:
 - 4.5 out of 10 result for victim satisfaction. The Commissioner agreed that this required improvement and gave assurances that he was raising with the Chief Constable. The Commissioner commented that there were no wider mechanisms to measure victim satisfaction as the Home Office removed the requirement to do so. He explained that it was important for Kent Police to communicate better on investigation processes and better manage expectations.
 - Members questioned the reach of the survey and how representative the results were. The Commissioner explained that he recognised the need to capture feedback from a diverse range of respondents. He noted that an online process was easy for organisations but reassured the Panel that online engagement was supplemented by paper copies and direct

engagement with communities as he was mindful of the need to contact hard to reach communities.

- Members highlighted ASB issues and queried the Kent Police response. The Commissioner explained that ASB remained as a priority in his Plan and the Chief Constable's control strategy and reassured the Panel that this was taken very seriously. He commented that ASB figures had fallen by 33% in terms of reports but noted that this was clearly not supported by the public perception. He advised that there was a similar situation with burglary, a key priority in the Plan and the Control Strategy but the figures were still down compared to previous years. The Commissioner highlighted some very positive outcomes for burglary cases managed by the Chief Constable's Crime Squad.
- Local Authority role in tackling ASB. Members and the Commissioner discussed the different non-enforcement approaches that can help reduce ASB. The Commissioner noted that different factors contributed to ASB in different areas and demographics.
- Roads Policing. The PCC agreed that proper enforcement was important and the Chief Constable was supportive of expanding the roads policing team further. He advised that the team had already grown significantly since 2016.
- Commissioned service. The Commissioner reassured the Panel that he was focused on value for money and sought limit overlap in any commissioned service with other partner agency activity. This was embedded in his commissioner strategy. He explained that the OPCC liaised with local Community Safety Units to minimise overlap.

Precept

8. The Commissioner introduced the Precept proposals, thanking his staff and the Chief Finance Officer in particular for their excellent work, especially in view of the late financial settlement.
9. He provided an overview of the proposals, as set out in the reports. The Commissioner emphasised that despite the ongoing recruitment, additional resources were still needed as the demand for policing and the public expectations required operational resourcing. He advised that this was due to particular demand pressures in the Force Management Strategy. The Commissioner explained that the proposals would fund an additional 36 PCSOs, including 15 dedicated to Crime Prevention, and also fund 100 additional civilian staff delivering a range of key roles. The proposals also allowed for additional Officer numbers on top of the planned national uplift (147 in Kent).
10. The Commissioner advised the Panel that despite the proposed precept increase and the positive settlement from government, he was still requiring the Force to make £9m in savings. The additional resources from the precept would fund inflationary pressures and the identified spending plans but efficiencies would still be taking place.

11. The Commissioner outlined a number key pressures and considerations from the Force Management Strategy that contributed to his proposals, including cybercrime growth, local developments increasing the population, increases in rural crime, increases in major crime, lack of staffing core investigative roles, increases in missing persons (mispers), more domestic abuse reports and increased modern slavery reports. These important issues and challenging pressures on the Force, the Commissioner argued, justified the increased resources detailed in his precept and budget proposals. In recommended his budget and precept proposals, he assured the panel that the use of resources had a clear evidential basis and that this would demonstrate that the Force would deliver value for money.
12. Members discussed the Commissioner's proposals and asked a range of questions, including;
 - Fair funding: The Commissioner explained that the funding formula used by Government was not entirely fair for Kent as it did not take into account a number of issues affecting specific communities or account for tourism's effect on demand for policing.
 - Resources needed to meet demand: The Commissioner explained that they planned for Kent Police to reach 4111 Police Officer establishment which would allow for meeting core demand also supporting proactive work and increased visibility.
 - Kent Police savings: The Commissions explained that few easy savings remained and was not looking to make short term cuts which could have damaging consequences, highlighting the increased demand on Police due for mental health issues due to reductions by other organisations. He was focused on ensuring Policing generally was more efficient in procurement and used his role as Chair of Blue Light Commercial to support this work.
 - Fraud: The Commissioner outlined the significant resources deployed by the Force to tackle this issue including joint Fraud and Economic Crime team with Essex Police. He commented that there was an underlying national problem with how fraud was managed in terms of processes. He advised that he would be working with the Chief Constable to further increase Kent Police's capability to deal with fraud.
 - Retention: The Commissioner noted Panel comments about the important of retention and highlighted that despite the proximity to London and increased wages paid by the Metropolitan Police Service, Kent had still been successful in recruitment and retention. He also commented that Kent had a good track record of attracting senior officers from the Metropolitan Police as transferees.
 - Performance: The Commissioner reassured the Panel that productivity and effectiveness were measured as part of him holding the Chief Constable to account for delivery against the Police and Crime Plan and that the monitoring processes were reviewed to ensure they remained fit for purpose. He also highlighted the work of HMICFRA and other independent bodies in monitoring police performance. The Commissioner advised the Panel that he was a member on of the National Board that was reviewing the performance outcomes framework.

13. The Chair thanked the Commissioner for the useful information and helpful answers as part of a robust discussion that allowed for effective scrutiny of his proposals by the Panel.

RESOLVED that the Proposed Plan, Precept and Budget be approved unanimously; and that the management of the required Panel report be delegated to Panel Officers.

342. Mental Health and Policing - Verbal Update

(Item B1)

1. The Commissioner provided a verbal update on key activity in relation to Mental Health and policing. He highlighted a research project conducted by Victim Support which had suggested increased risks to those with mental health issues faced, such as higher chances of burglary and being a victim of ASB or violence. The Commissioner explained that the recommendations from this work included the need for much more joined up working within the criminal justice sector as the crucial mental health factors were often not identified early enough. He advised that he was working to relevant partners to achieve this.
2. The Commissioner described some positive developments including more safe havens, improved telephone service for use prior to any s136 detentions. He also commented that CCGs and Mental Health trusts were taking these issues more seriously.

RESOLVED that the update be noted.

343. New Complaints Legislation

(Item C1)

1. The Panel considered the decision taken by the Commissioner to take on the Model 1 approach to the changed Police Complaints system. Mr Harper, OPCC Chief Executive, explained the implications of the change and the Commissioner taking on the Appeals function. It was explained that the process would apply only to those complaints where there is no serious or gross misconduct. The process and review responsibilities coming under the control of the Commissioner related to low level complaints.
2. He advised that the main focus of the change was shifting the emphasis from blame toward practice improvement. The new approach would make the complaints system much more efficient and more transparent in due course.
3. Mr Harper highlighted that scale of the work and volume of complaints which may require review was not yet known as the definition of relevant complaints had been expanded. An additional member of staff was being recruited to help manage the expected significant increase in workload.

RESOLVED that the Commissioner's decision be noted.

344. Panel Annual Report - 2019/20

(Item D1)

RESOLVED that the report be approved.

345. Future work programme

(Item D2)

RESOLVED that the work programme be noted.

346. Questions to the Commissioner

(Item E1)

Question 1:

Can the PCC advise the Panel whether he is taking any specific action to hold the Chief Constable to account on Kent Police's response to Modern Slavery and Sexual Exploitation, particularly regarding vulnerable children? Also, can the Commissioner advise whether this holding to account, includes consideration of whether Kent Police are collaborating effectively with relevant partner agencies, such as Border Force and HMRC?

(Richard Palmer – Swale Borough Council)

1. The Commissioner advised that he held the Chief Constable to account on these and other key issues via the Performance & Delivery Board meetings. He had received relevant reassurances from the Chief Constable and reports at the Performance & Delivery Board had shown the significant efforts made by Kent Police to tackle these issues. These included the investment in the Misper and Child Sexual Exploitation teams, working with partners and communities and making numerous arrests and referrals.
2. The Commissioner advised that he was assured that Kent Police did collaborate with the Border Force, HMRC and the National Crime Agency. He also commented that the OPCC were committed to working with suppliers to ensure that his office is not investing in any organisations with links to modern slavery or other organised crime.

Questions 2

Over the past two years, this Panel has supported the Commissioner's request for additional resources, in particular for the recruitment of more Police Constables. Can the Commissioner please confirm (a) where this additional capacity has been allocated both in terms of activity and District, and (b) give evidence of the difference this additional resource has made in reducing crime and improving visible community policing? And can the answer to (b) please be supported by a document (info graphic) which can be easily shared with residents who ultimately pay and want to see where their money is being spent?

(MJ Holloway – Dover District Council)

3. The Commissioner provided a note on the recent allocations of Officers. He advised that geography was a difficult point to capture as the resources have been provided at a Divisional level rather District. This meant that there would not be an even spread of extra officers in each District but he explained that the

resources had been deployed based on demand. The Commissioner accepted that this would not please all residents but he was satisfied that this deployment based on demand was appropriate.

4. The Commissioner commented that crime was down in areas with new Town Beat Officers but also highlighted some other positive operational activity such as Operation Eminent which sought to tackle knife crime and had led to 1152 arrests, 292 warrants, 1247 stop and searches and 127 cash seizures. He advised that such operations would not have been possible with reduced resources, so evidenced the benefits of the increased Officer numbers he had supported.
5. In terms of sharing more information about the deployment, he advised that he would engage with Kent Police about improved communication and infographics to assist.

Question 3:

*At a recent meeting of the Gravesham Borough Council Crime and Disorder Scrutiny Committee, Town Centre Policing was discussed with praise given for the two police officers assigned. Given the positive impact of this initiative so far and the expected additional resources made possible within the updated Police and Crime Plan and associated Budget, can the Commissioner advise the Panel if and how he plans to work with the Chief Constable to develop this scheme, so that the success and benefits may be expanded further to include 24/7 coverage and increased visible policing dealing with the night time economy across all Districts in Kent?
(Shane Mochrie-Cox – Gravesham Borough Council)*

6. The Commissioner welcomed the positive feedback about the Town Police Officers from Gravesham Borough Council. He advised that the deployment continued to be based on demand but that a 6-month review was planned. If this review was positive, then consideration would be given to expanding the scheme further. In terms of the hour coverage, the Commissioner explained that working patterns would be looked at but that depended on considering a range of different available resources.

RESOLVED that the Commissioner's answers to questions from Panel Members be noted.

347. Minutes of the Commissioner's Performance & Delivery Board meeting held on 25 September 2019
(Item F1)

Noted

At the conclusion of the meeting the Commissioner made a brief statement. As this was the last meeting scheduled prior to the PCC Elections, wanted to thank the Panel for their robust scrutiny, highlighting the importance of effective scrutiny and transparency for roles such as his with significant authority. The Commissioner praised the constructive approach the Panel had taken and the beneficial relationship that had developed over the course of his term of office. The Panel welcomed the positive comments from the Commissioner.

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Annual Report 2019/20
Date: 8 September 2020



INTRODUCTION:

1. Attached at Appendix A is the Police and Crime Commissioner's (PCCs) Annual Report for 2019/20.
2. As per the requirements outlined in Section 12 of the Police Reform and Social Responsibility Act 2011, the Annual Report documents progress made between 1 April 2019 and 31 March 2020 in meeting the objectives within the Police and Crime Plan.
3. In addition, the Annual Report:
 - discharges the PCC's duty under the Ministry of Justice's Grant Agreement for victim services funding¹;
 - includes Key Financial Information for 2019/20; and
 - reports on the number of deaths and serious incidents in Kent Police custody suites².

STATEMENT OF ACCOUNTS 2019/20:

4. The Statement of Accounts is a statutory document that is produced annually. It presents financial performance in a legally defined way in line with The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice. As the PCC and Chief Constable are both classified as corporations sole, they both have to produce their own set of accounts. The Chief Constable accounts show the financial resources used for operational purposes during the year. The PCC accounts incorporate the Chief Constable's accounts and are the financial statement for the Group.
5. There is no statutory requirement for the Statement of Accounts to be presented to the Police and Crime Panel. However, for Members' information, and in light of the full set of accounts running to over 200 pages, please find below the Chief Finance Officer's update on the Statement of Accounts for 2019/20.
6. The Covid-19 pandemic hit the UK in the last quarter of 2019/20 with the country going into lockdown in March 2020. Although financially the impact on the Statement of Accounts for 2019/20 was minimal the impact on the process, our staff and the auditors was significant. In the early days after lockdown there was a national discussion around simplifying the accounts process and amending the statutory deadlines. In the end only the deadlines for publishing the draft and final accounts were amended. This gave authorities including the PCC longer to complete the closedown process and publish the accounts. Kent were already well into the closedown process by this stage and there was a risk that any delay would mean that our external auditors would be unavailable until much later in the year. Therefore, we maintained our original timetable.
7. The closedown of the financial year was completed and the [draft Statement of Accounts](#) made available for public inspection on 1 June 2020. This was a day later than planned due to the complexities of completing the accounts while staff were in lockdown. However, it was well ahead of the national deadlines and kept us on track to have the accounts audited during May and June. The external auditors have examined the draft accounts and initial feedback is that the accounts are compliant and that there are 'no governance or control issues'. There are still two outstanding issues that are outside of our control, namely the audit of the Pension Fund and Property, Plant and Equipment valuations. These will have been affected by the impact of Covid-19 and depending on the level of difference between our initial estimates and the final valuations may result in amendments to the accounts.

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

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

8. Whilst the impact of Covid-19 on the accounts is minimal there is undoubtedly an impact on the financial environment within which the PCC and Kent Police operates. The auditors have requested further assurance over the Medium Term Financial Plan and potential changes in our original assumptions, especially over council tax collection rates, collection fund and tax base. A note is being prepared to be included in the accounts, but as the overall picture is changing regularly this will delay the signing off process from the usual July deadline to later in the year. Nationally, the deadline for the publication of the final accounts has been extended from 31 July to 30 November 2020. It is expected that the final audited Statement of Accounts will be published in November, ahead of the statutory deadline.
9. Both Chief Finance Officers are pleased at how well the accounts and audit progressed this year, being one of the easiest and smoothest audits yet. This is down to the fantastic work of the both the Finance Team and the External Auditors who have discovered new ways of working whilst managing their own personal circumstances during the challenging lockdown period.
10. The draft Statement of Accounts were scrutinised by the JAC at their Annual Review meeting on 29 May 2020, with further scrutiny of the process at their meeting on 10 July 2020. The full Statement of Accounts, Audit Results Report and details of the changes between the draft and final audited accounts are scheduled to be discussed at a future JAC meeting.



Annual Report

2019 - 2020

Version: Final

Contents

Commissioner's Introduction

Safer in Kent: The Community Safety & Criminal Justice Plan

Review of 2019/20

My priorities for the Chief Constable to deliver:

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

My commitments:

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

Opportunities for the future:

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

Ministry of Justice Grant for Victim Services - Funding Recipients

Key Financial Information for 2019/20

Independent Review of Deaths and Serious Incidents in Police Custody

Commissioner's Introduction

Welcome to my most recent Annual Report which takes a look back at the 2019/20 financial year – my fourth year as your Police and Crime Commissioner – and details some of the significant progress and successes.

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

Having held the force to account, I am delighted to report that over the past year Kent Police has maintained high levels of performance in relation to 101 and 999 call handling. Achieved partly as a result of money I raised previously through council tax, the Policing Minister singled out Kent for its call handling performance. In 2019/20, Kent Police also raised awareness of the [online services](#) that are now available 24/7 and are quick and easy to use.



As a result of money raised through the council tax, and the Government's national officer uplift programme, I am also very pleased that the recruitment drive continued in 2019/20, with the number of police officers at the end of March 2020 standing at 3,780. This is 598 more full-time officers than when I came into office who are working diligently each and every day to tackle crime and protect the most vulnerable. In addition, the number of Police Community Support Officers working across the county has increased to 315 – great news for our local communities.

Nationally, the policing conversation has centred on violent crime. Kent has not experienced the same levels of serious violence as neighbouring areas; however, as a result of my Violence Reduction Challenge, a number of projects came to fruition in 2019/20. They include work with the St Giles Trust to help vulnerable children affected by county lines, creating a £1m Violence Reduction Fund to help voluntary groups and charities deliver projects that cut violent crime, the development of a Medway Task Force and provision of support for young people in custody to divert them away from crime and exploitation. I have also continued to commission services which provide support to some of the most vulnerable victims of crime and abuse.

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It would be remiss of me not to mention Covid-19; as the financial year ended, the pandemic started and has impacted on all of us. My deepest condolences go out to those who have lost loved ones. Police and Crime Commissioners have played an important role in supporting Chief Constables to keep the public and their officers and staff safe during the coronavirus outbreak. I have received regular briefings from the Chief Constable in relation to the force response to, and arrangements for, managing the pandemic. During Covid-19 it has been heartening to see so many positive actions taken by Kent's local communities, but it remains important for us all to follow Government advice on how best to keep ourselves and others safe in these unprecedented times.

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

Matthew Scott

Kent Police and Crime Commissioner

Safer in Kent: The Community Safety and Criminal Justice Plan

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

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

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

My Annual Policing Survey was launched in June and closed in December 2018, with a total of 1,400 residents participating. Primarily hosted online, in a change to previous years I invested a modest amount of money in print and digital advertising. This included placing full page adverts in a number of local authorities' magazines which were delivered to households free of charge.

The survey asked residents about the type of crime or anti-social behaviour their local area had the biggest issue with. The top three responses were as follows and already featured within my plan:

1. Anti-social behaviour, including vandalism
2. Substance misuse, including alcohol and drugs
3. Burglary or theft

However, the survey formed only one element of the consultation, it also took account of feedback received throughout the year, including at public 'Street Stalls', visits to community organisations, engagement with partners and correspondence received by the OPCC. In addition, the National Rural Crime Network conducted the Rural Crime Survey 2018 to better understand the true picture of crime and anti-social behaviour in rural communities and I considered the findings for Kent.

I would like to take this opportunity to thank all those who took the time to have their say on policing and crime in the county.

On 6 February 2019, my refreshed Safer in Kent Plan was considered and supported by the Kent and Medway Police and Crime Panel; the accompanying precept proposal was also approved. The plan was published on 1 April 2019.

As a refresh, the plan was not extensively re-written. The following is an overview of the plan's structure with the most significant amendments noted.

Leadership

Strong ethics, transparency and integrity must be at the heart of everything I do. Equally, from the Chief Constable to the police officer on the street, their honesty, integrity, impartiality and openness must be beyond reproach.

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

[Updated Joint Vision that sets out the Chief Constable and my commitment to working together]

My priorities for the Chief Constable to deliver:

- Put victims first [**new text** in relation to crimes such as stalking and harassment that may be under-reported]
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combat organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient and accessible service [**new text** in relation to the Policing and Crime Act 2017 and opportunities for collaboration]

My commitments as PCC:

- Hold the Chief Constable to account for the delivery of Kent Police's priorities [**updated** to reflect changes to my meeting Terms of Reference; **new text** in relation to reporting mechanisms for Independent Custody Visitors]
- Enhance services for victims of crime and abuse
- Commission services that reduce pressure on policing due to mental health
- Invest in schemes that make people safer and reduce re-offending [**new text** in relation to my Violence Reduction Challenge]
- Make offenders pay for the harm that they have caused [**new text** in relation to the Misuse of Drugs Act 1971 forfeiture fund]
- Actively engage with residents in Kent and Medway

Opportunities for the future:

- Calling for more criminal justice powers for PCCs [**updated** to reflect that I chair the Kent Criminal Justice Board]
- Lobbying for a fairer funding settlement for Kent [**new text** in relation to the UK leaving the European Union)]
- Further collaboration with other organisations
- Oversight of the police complaints process
- Developing new crime prevention and diversion practices
- Backing volunteering

Review of 2019/20

My priorities for the Chief Constable to deliver:

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

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

- **Put victims first**

Being a victim of crime or witness can affect people in very different ways, but as their initial contact is often with the police it is my expectation that they are at the heart of everything Kent Police does. Victims and witnesses must be treated with dignity, fairness and respect so that they have the confidence to come forward and report.

- Patrols were called to an address in Rochester regarding a female who had suffered significant injuries earlier that day from a male who had fled the scene. Due to excellent engagement with the victim, officers established that she was 20 weeks pregnant and had suffered a long history of abuse from the male, including a previous assault which resulted in him receiving a custodial sentence. Alarms and other appropriate safeguarding were implemented, and enquiries commenced to locate him. Officers attended his address where the suspect resisted arrest resulting in a police officer being assaulted. The assault against the victim was particularly nasty and was against a very vulnerable woman. The suspect was charged with grievous bodily harm, actual bodily harm, common assault and assaulting an emergency services worker.
- A man was arrested in Margate for sexual offences and online grooming of children which he initially denied. An examination of his mobile phone revealed extensive messaging and exchanges of sexual images and videos with people suspected to be children. The officer in the case ensured that key evidence was obtained and that the child victims and their families were supported and remained engaged with the police investigation. The suspect was charged with 21 offences relating to indecent images, sexual communication with children and coercing children under 13 to engage in sexual activity. He pleaded guilty prior to trial, but on the day he was due to be sentenced stated that he did not realise the victims were children. He was sentenced to 3 years imprisonment and made subject to an indefinite Sexual Harm Prevention Order.

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

Crime and ASB are issues that residents care deeply about and it is my expectation that Kent Police has the right resources with the right skills to investigate and bring to justice those who harm local communities. Local communities across Kent need to feel safe.

- In February 2019, the force brought together a dedicated team of experienced investigators to create the Chief Constable's Crime Squad. The following are some examples of their work.
 - An armed robbery occurred at a bookmakers in Gravesend where £8,000 was stolen. Within 16 hours of the robbery taking place, the offender was identified through extensive CCTV enquiries and arrested; he was found to be in possession of £7,700 cash.
 - A prolific travelling burglar linked to a number of offences across southern England where expensive family jewellery was targeted had evaded arrest for over 2 years. The Crime Squad took the investigative lead and subsequently coordinated the execution of seven simultaneous warrants. The operation required the mobilisation of over 40 officers, the use of numerous police dogs and a drone. The individual was arrested and subsequent searches recovered clothing worn at some of the offences. The suspect was charged with nine offences of burglary.

- A male with his face covered and wearing orange goggles entered a newsagents in Wrotham and pointed a gun at the lone female cashier. He placed a large holdall on the counter and demanded that she fill it, but when the cashier refused, he pulled the trigger which caused a bang before exiting the store. The Crime Squad took ownership of the investigation and located a male fitting the description and made an arrest. Following a search of the suspect's home address, an imitation firearm and the holdall were recovered and further evidence on his phone showed websites that he had researched to commit armed robberies. He was charged with attempted robbery, carrying a firearm with criminal intent and possession of a Class B drug.
 - A number of residential burglary offences were committed where the suspect identified the houses of elderly and vulnerable people and forced entry on the pretence of asking for water. Once inside he became violent and knocked the occupants over before stealing their handbags and wallets. The Crime Squad received information that the suspect was attending a public house in Sittingbourne early each day after sleeping rough in nearby woods. Although he had significantly altered his appearance, officers subsequently identified and stopped him. He was charged with robbery, four offences of residential burglary and numerous other offences.
- Officers received a report of a number of youths causing issues outside a parade of shops in Penenden Heath, Maidstone. The behaviour of the youths had caused shops to close early as well as distress and alarm to the shop owners and members of the public. The local Police Community Support Officer (PCSO) and Vulnerable Youth PCSO quickly identified the suspects. Work was then completed with partner agencies including the main suspect being spoken to and advised about his behaviour. The parents of the remaining suspects were sent warning letters.

● **Tackle abuse, exploitation and violence**

There is no place for abuse, violence or exploitation in our society and it is my expectation that Kent Police protects the most vulnerable and supports those who may be too afraid to seek help. Working with partners the force must tackle crimes that often occur behind closed doors, such as domestic abuse and child sexual exploitation, as well as those that pay little respect to traditional borders, such as modern slavery and human trafficking.

- A 13 year-old female was being groomed online by a male from Italy. He initially asked her for sex and then arranged to meet her in London. The communication then started becoming very threatening and he stated that he would tell her friends and family which then turned into online stalking. An officer worked with the victim and her family to reassure her and put in an alarm and gave them all safety advice; the officer also supported her to tell her family and friends about what was happening so the perpetrator could no longer threaten her. Meanwhile the officer collected the information needed by the Italian authorities to identify the suspect. The officer worked with the National Crime Agency to convince the Italian authorities of the danger the male posed and they ran their own telephone work, identified the suspect and opened an investigation.
- Missing and Child Exploitation Team officers targeted a male who was exploiting children for use in county lines drug dealing across South East England. Recognising that the man was a significant risk to children, the team successfully applied to a Magistrates Court for a Slavery Trafficking Risk Order, the first one of its type issued in Kent. This will remain in force for the man's lifetime and prevents him travelling or having unsupervised contact with anyone under the age of 18 or staying in a hotel or hostel with any person unless he supplies the name of the accompanying person to police. It also prevents the man from carrying or using any mobile phone without giving the IMEI number to police.

● **Combat organised crime and gangs**

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

- During an operation targeting organised crime groups, officers stopped and arrested a 39 year-old male suspect in his car. Inside the vehicle was a large quantity of Class A drugs valued at £12,000, Class B drugs, an offensive weapon and approximately £2,000 in cash. A further search was carried out at a local address connected to the male and approximately £50,000 in cash was seized along with a motorcycle valued at £10,000, a high value piece of art and a number of high value watches.
- A total of five ATM attacks using explosives were committed over a two-month period. Following the fifth offence which took place at the Co-op in Faversham, ANPR research was conducted and two vehicles were identified as being in convoy, matching a description given by a witness. One of the vehicles was stopped trying to leave the country at Dover docks, and two people were arrested. In September 2019, they were found guilty of conspiracy to commit burglary and causing an explosion with intent; they were sentenced to 18 and 15 years imprisonment.

- **Provide visible neighbourhood policing and effective roads policing**

Neighbourhood policing is fundamental to policing in the county and it is my expectation that Kent Police engages with local residents and works with partners to improve the quality of life within local communities. The force must take a problem-solving approach to tackling community issues, address behaviour that puts road users at risk of death or serious injury and disrupt criminality by making the roads hostile for those intent on causing harm.

- Following a national trend, a number of youths in West Kent were involved in “Ride Outs” - riding their bicycles in large groups on public roads. They were seen weaving in and out of traffic whilst conducting wheelies, riding at cars, around the inside of supermarkets and being abusive to anyone challenging them. Fifteen calls were made to police in relation to nuisance bikes in the area. The Community Safety Unit responded to the issue, conducting YouTube and social media research, and identified 6 initial suspects. They were visited at home in the presence of their parents and issued with bespoke community protection warnings. A planned ride out did not go ahead in July following the enforcement action and subsequent PCSO engagement has taken place with parents around the dangers.
- The Road Safety Team support the National Police Chiefs Council (NPCC) in respect of road safety campaigns and activity. During the year there were three operations.
 - NPCC Speed Campaign whereby the following activities were carried out:
 - 2,150 speeding offences including Camera Safety Partnership/Roads Policing Unit Special Constables
 - 130 breath tests conducted
 - 5 drug wipe tests conducted (1 positive sample)
 - 258 Traffic Offence Reports issued
 - NPCC P2W Campaign (motorcycle safety) whereby the following took place:
 - 158 interactions with motorcyclists
 - 30 advisory notices issued for traffic offences
 - 15 Traffic Offence Reports issued
 - 1 negative breath test procedure
 - 2 motorcycles seized
 - 4 Vehicle Defect Rectification Scheme notices issued
 - NPCC Tyre Safety and Insurance Campaign whereby the following activity took place:
 - 1,249 vehicles stopped
 - 83 vehicles seized
 - 936 vehicles’ tyres checked
 - 29 advisory notices issued
 - 31 drivers reported for tyre offences

- **Deliver an efficient and accessible service**

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

- The force launched its 'Click Before You call Campaign' via social media channels, radio commercials and advertisements on local buses. The public are encouraged to consider self-serving online services as an alternative to traditional contact channels which are quick and easy to use and can be accessed 24/7 at their convenience.

In 2019/20, 24,268 online crime reports were submitted to the force and 17,257 Live Chats received. This included giving advice in response to 4,178 chats, answering 728 recruitment queries, forwarding 602 'chats' to other departments, sending 447 messages to officers and signposting 193 noise complaints to local councils. Examples of Live Chat reports include:

- Suicide risk - received from a member of the public who advised there was a suicidal male up a tree refusing to climb down. Officers attended and found the distressed individual sitting high up a tree. Officers were able to talk to him and eventually change his mind and encourage him to climb down before having him seen by an ambulance crew.
 - Fraud - a vulnerable male made contact regarding rogue traders who had cold called his house in order to do some work on the property. Following payment only half the agreed work was completed, and the victim had since been visited by the same men knocking on his door asking for further payments to finish the task. The Live Chat operator was able to reassure the victim, book an appointment for attendance by officers whilst giving suitable 999 advice should the offenders return.
 - Domestic abuse - the victim was alone in the property with her 4 year-old child and made contact following an assault by her partner. Following the assault, the offender took the victim's phone hoping to prevent her contacting the police and left the property. When he fled the victim was able to use Live Chat on her laptop to make contact and officers attended the property as an emergency response. The offender was located and arrested for a domestic assault and theft within two hours of the first chat being received.
- As an integrated IT platform, Athena has improved the force's management of Investigations, Custody, Intelligence and Casefiles with the additional benefit of being able to exchange information electronically with eight other forces who also use the system, and the Crown Prosecution Service.

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

- Officers investigating an offence of theft from dwelling in another Athena force identified a Kent suspect by searching on the mobile telephone number given by him to the victim. Following his arrest in Kent the suspect's phone was examined and evidence found connecting him to the offence in the originating force but also identifying other potential victims across a number of counties including Kent.
- Following a residential burglary, DNA was obtained and a hit received for a suspect who was at the time wanted for five separate offences. The suspect was a member of an organised crime group operating from Cambridgeshire. The system identified that he was in custody at Cambridge having very recently been arrested. Athena allowed the officer to access his custody record relating to his detention and immediately ascertain its status and obtain local contact details. The Kent officer was able to upload his case file and Cambridge officers were able to interview the suspect for the Kent offences and subsequently secure remand for several offences including the Kent burglary.

My commitments as PCC:

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

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

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

Key Principles: should be dynamic and risk-based; take account of, and have due regard for each parties distinct role	
Informal Interaction (Daily)	Spontaneous discussions between my office and Kent Police via telephone, virtually or face-to-face. This includes bespoke briefings and a standing invitation to key force meetings.
Joint PCC & Chief Constable Briefing (Weekly)	A closed briefing which enables dialogue and discussion on a routine frequent basis. Opportunity for me to discuss elements of Safer in Kent Plan delivery based on weekly themes and receive updates on topical issues/operational matters.
Performance & Delivery Board (Quarterly)	Held in public during the day at Police HQ. Papers/presentations received from force in advance and published. Opportunity for me to formally hold the Chief Constable to account for performance against the Safer in Kent Plan and related policing matters.
Joint Audit Committee (Quarterly)	Combined committee with Kent Police. Scrutinises internal processes, spending and risk management policies. Has power to review finance issues referred by me and/or Chief Constable, monitors internal control processes, internal and external audit reports as well as Annual Statement of Accounts.
Kent Police Culture Board (Quarterly)	A Chief Constable chaired meeting, but I have a standing invitation. Purpose is to continue the development of a culture which is consistent with the Chief Constable and my shared Mission, Vision, Values and Priorities.
Kent & Essex Collaboration Oversight Meeting (6 monthly)	Co-chaired by myself and the Essex Police, Fire and Crime Commissioner. Purpose is to keep collaboration under review and to jointly hold both Chief Constables to account for the efficiency and effectiveness of collaboration.
Complemented by:	
<ul style="list-style-type: none"> • My office conducting checks/audits • Feedback from Independent Custody Visitors • My completion of the Chief Constable's Performance and Development Review • Regular meetings with public bodies and inspectorates • Objective assessments by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services 	

Performance and Delivery Board

As one of the principle ways I hold the Chief Constable to account, the meeting is held in public, with the venue and following force papers published in advance on the OPCC website: Safer in Kent Plan - Delivery & Performance; Inspections, Audits & Reviews; People; Finance; and Collaboration & Partnership Working. Outlined below are some examples of topics discussed.

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

In light of this, as well as requiring Kent Police to make a further £10m of efficiency savings, I took the decision to increase the 2019/20 policing precept by the maximum allowable amount of £24 (14.2%) for an average Band D property. Whilst a decision not taken lightly, in addition to helping pay for things like the rising costs of pay, national insurance, pensions and vehicle insurance, it was to enable the Chief Constable to increase the total police officer establishment to 3632.5 Full Time Equivalent (FTE) by March 2020 - requiring the recruitment of up to 180 additional officers.

Prior to the Government's announcement¹ to recruit an extra 20,000 officers nationwide, the force had an ambitious plan to recruit up to 397 FTE officers in 2019/20. This was developed to ensure those leaving through natural attrition were replaced, as well as to achieve the increase in establishment of 180 officers. Following approved in year changes, the March 2020 establishment increased by 34.00 FTE from 3632.5 to 3666.50.

As a result of the national uplift, it was confirmed that Kent's officer establishment would increase by 147 FTE by 31 March 2021, taking it from 3666.50 to 3813.50. It was determined that 47 of these posts would be added to the 2019/20 establishment – resulting in a March 2020 officer establishment of 3713.5 FTE.

As a result of fewer officers leaving than projected, I am pleased to report that officer strength (i.e. actual number of officers) as at 31 March 2020 stood at 3780 FTE², exceeding the establishment figure by 66.5 FTE officers.

The deployment of officers is always a matter for the Chief Constable, and from the outset Mr Pughsley QPM determined that any uplift would be invested in the front-line, with visibility, vulnerability and public contact forming the backdrop. This has resulted in a number of teams receiving additional officers, including Local Policing Teams, Vulnerability Investigation Teams and the Chief Constable's Crime Squad.

Based on threat, risk and demand the number of dedicated Town Centre officers also increased by 38, taking the total to 56. Towns such as Maidstone, Folkestone and Chatham which already had a Town Centre officer received additional support while areas such as Gillingham, Cliftonville and Sevenoaks saw the introduction of new dedicated officers. As a result, 26 towns now boast their own dedicated Town Centre officers.

In addition, the PCSO establishment increased from 300 to 315 FTE to enable the creation of 15 Crime Prevention PCSO posts.

As at 31 March 2020, Kent Police had 598 more full-time officers than when I came into office in spring 2016. It is a fantastic achievement and I would like to congratulate the Chief Constable and thank all the officers and staff involved for their dedication and hard work. Throughout the year I have had the pleasure of attending a number of Passing Out Parades as officers have completed their initial training. It is always a pleasure to witness the next generation of officers begin the next stage of their careers with the force.

I also want to thank the people of Kent and Medway who, through their council tax, have funded the new police officers. Residents told me they wanted more police in their communities and we are now seeing them coming through in huge numbers. Importantly, they are having an impact on crime levels and with more recruits on the way, I hope to see that positive trend continue.

Call handling: Overall, the number of 999 emergency calls received by Kent Police in 2019/20 was 344,749, an increase of 10,781 on the previous year. The number of 101 non-emergency calls received was 470,314, an increase of 14,717 on the previous year.

In 2019/20, the percentage of 999 emergency calls answered by staff in the Force Control Room was 99.2% and the average answering time was 11 seconds – compared to 99.2% and 9 seconds in the previous year. For 101 non-emergency calls, 91.1% were answered and the average answering time was 1 minute 23 seconds – compared with 88.8% and 1 minute 51 seconds in 2018/19.

¹ [Home Office announces first wave of 20,000 police officer uplift](#)

² [Police workforce, England and Wales: 31 March 2020](#)

In addition, the force launched its 'Click Before You call Campaign' to encourage the public to consider self-serving online services which are quick and easy to use and can be accessed 24/7 as an alternative to the telephone. In 2019/20, 24,268 online crime reports were submitted to the force and 17,257 Live Chats received.

When I became PCC, one of the issues which came up time and time again was the public's frustration with the 101 non-emergency number. People were unhappy at having to wait long periods for a member of police staff to pick up the phone. As a result, I raised their concerns with Kent Police and to this day continue to receive regular updates on the levels of demand being experienced. I also invested money from the 2018/19 council tax into additional members of staff to help boost capacity in the Force Control Room and am delighted that call waiting times have reduced significantly.

This improvement has come about without Kent Police compromising on its 999 emergency call handling service, which of course must take precedence over 101.

In May 2019, the Home Office announced plans to make the non-emergency number free to call and the previous Minister of State for Policing and the Fire Service singled out Kent Police as an example of how forces could improve their 101 call-handling performance.

Nick Hurd MP commented on social media that the move was only part of the journey to improve the public's experience of non-emergency contact with the police. He added 'The next step is delivery of a better, more consistent, 101 service across the country. Kent Police have shown what is possible. Kent Police, partly thanks to investment in additional staff by the PCC Matthew Scott, has cut the average time callers spend waiting for a non-emergency 101 call to be answered from around four minutes in spring 2016 when Mr Scott was elected, to just 59 seconds in April 2019'.

I am pleased the previous Minister recognised the great work Kent Police has done to improve its non-emergency contact with the public. I echo his comments – the force has done fantastically well and I pay tribute to everyone involved for showing what can be done.

Further information about my [Performance and Delivery Board](#) can be found on the OPCC website.

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

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







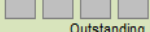



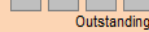
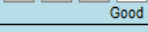
PEEL Assessment 2018/19: HMICFRS assesses all police forces in England and Wales on their Efficiency, Effectiveness and Legitimacy (PEEL). Forces are judged as 'Outstanding', 'Good', 'Requires Improvement' or 'Inadequate' on the three pillars based on inspection findings, analysis and professional judgment.

During the second week of December 2018, Kent was one of 14 forces nationally to be inspected, with the reports being published on 2 May 2019. I am very pleased that Kent Police was assessed as 'Outstanding' for Efficiency, 'Good' for Effectiveness and 'Outstanding' for Legitimacy.

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

Based on these assessments, and also receiving an 'Outstanding' in a separate inspection on Crime Data Integrity, I am confident that Kent Police can be considered the best police force in the country - holding more 'Outstanding' grades, and for longer - than any other force.

Summary of PEEL Assessment 2018/19:

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

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

Whilst HMICFRS did not highlight any causes of concern resulting in recommendations, in 2019/20 Kent Police has made progress in the few areas they found for improvement.

National child protection inspection: protecting children is one of the most important tasks the police undertake and in April 2019 HMICFRS conducted an inspection of police child protection services in Kent, with the report being published on 5 September 2019.

The force was commended for providing a good service to children and placing child protection issues as a high priority. The report identified a number of areas of good practice including leadership, governance and oversight, dedicated resources, effective working arrangements with partners and specialist roles in key areas.

Protecting the most vulnerable people in society, including children, is of paramount importance to the force and underlines everything officers and staff do. I was pleased the report recognised the excellent work being undertaken in this area and the commitment of officers and staff to protecting children.

The HMICFRS did identify some areas for improvement and as a result the force received seven recommendations. The force accepted these recommendations and following the inspection in April 2019 put in place a comprehensive plan to address and improve services further to ensure provisions for protecting the most vulnerable members of society were the best they could be. The action plan has been shared with HMICFRS and my office continues to monitor this work closely.

[Information about inspection activity and copies of Kent Police reports](#) can be found on the HMICFRS website.

• **Enhance services for victims of crime and abuse**

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

Victims and witnesses

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

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

Engagement and Support Service (core referral service)

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

The service provides initial telephone support for those affected by crime, which can include emotional and practical support, safety planning, signposting and referral. Those who need additional help can access the Community Team which provides support at times and locations suitable for the victim. Support can also be provided on a walk-in basis or by booking an appointment, either at Compass House or via Compass Points located across the county. For those who find accessing support over the phone or in person difficult, the 'live chat' facility also enables contact with trained support workers online. Victim Support also has a cohort of trained volunteers who work throughout the county and are able to provide on-going emotional and practical help to support the recovery process.

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

Victim Support also provides the initial triage, assessment and referral service for all domestic abuse victims either reporting to Kent Police, or self-referring directly for support. This forms part of the integrated Domestic Abuse Service commissioned by Kent County Council and provides greater co-ordination of service delivery for domestic abuse victims.

With additional funding from my office, Victim Support are offering Kent's diverse communities greater support through the provision of a Hate Crime Advocate. Whatever the circumstances surrounding a crime and irrespective of whether there is sufficient evidence to lead to a prosecution, they are on hand to help victims every step of the way through the criminal justice process.

A key finding from my Violence Reduction Challenge last year was that there were gaps in the availability of support for stalking victims in Kent. To address that, my office worked with Victim Support to develop a bespoke stalking advocate service based at Compass House in Ashford. Initially running as a 12-month pilot, the Independent Stalking Advocate works with victims to help them understand the impact on their lives, get them the support they need, and ultimately empower them to feel able to live their lives as they want. Support is provided face-to-face, or over the phone and Victim Support anticipates it could help hundreds of victims.

It is less than eight years since stalking became a specific criminal offence in England and Wales and unfortunately many victims are still reticent to report offences to police. It is important that victims know, whether they choose to go to the police or not, that help is available and I would encourage them to contact Victim Support in Kent on 0808 168 9276, or to make use of the live chat facility.

Further information on [victim services in Kent](#) can be found on the OPCC website.

Compass House

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

Victim Support, as the commissioned service provider, Kent Police's Witness Care Unit, the nationally commissioned Citizens Advice Court Based Witness Service, Family Matters as the Independent Sexual Violence Adviser (ISVA) Service and Restorative Solutions as the commissioned provider of restorative justice (RJ) in the county are co-located within Compass House.

Other facilities provided at Compass House include:

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

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

Victim Specialist Services

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

In total, I awarded grants worth £273,363 to eight organisations in 2019/20. The money went to groups offering a range of specialist services, including the following recipients:

- Dandelion Time (£30,000) - therapeutic services for children and families affected by abuse
- DAVSS (£16,800) - support for vulnerable and traumatised victims going through the court process
- NSPCC (£50,000) – therapy service for children aged 4 to 17.
- Rising Sun and Choices (£49,898) – project targeting adolescents who had experienced violence victimisation within their homes
- Rubicon Cares (£50,000) – one to one trauma counselling for victims of crime
- Sign Health (£41,785) – accessible and effective sign language support for deaf victims of domestic abuse and sexual violence

In addition, I commissioned Family Matters to provide support to victims of rape or sexual violence. The support is available to all victims across the county - irrespective of whether they reported the crime to the police, when the crime took place, or the position of the case in the criminal justice system. Launched on 1 April 2019, it is a £450,000 a year contract for three years; the elements of the service are:

- An ISVA who provides independent support, advocacy, and impartial advice and information. This might include explaining available options, such as reporting to the police, accessing Sexual Assault Referral Centre services or providing information on other services such as health.
- A Child ISVA who offers the same help as above, but to under-18s. They also work with the victim's family or carers to ensure they are able to help the victim cope and recover.
- Further bespoke support provided collaboratively with the ISVA. This could include specialist counselling, crisis intervention, therapeutic services; or specialist support for male victims, LGBT victims, child victims, and those with learning disabilities or mental health needs.

Last year I also developed a collaborative bid with Kent County Council to pilot the basing of Independent Domestic Violence Advisers (IDVAs) in two major hospitals in Kent. The aim was to identify risk earlier to enable improved interventions for victims of domestic abuse and their families. The response to the pilot was so positive that pro-active discussions are taking place for the service to be re-commissioned by the Health Service.

Victim Support Research

I commissioned Victim Support to undertake research locally to better understand how people with mental health problems were supported through the criminal justice system.

Using data from the Crime Survey for England and Wales, the report found that Kent residents with mental health problems were more likely to be targeted for certain crimes than the general Kent population. In particular, people with mental health problems in the county were

- six times more likely to be victims of violence with injury;
- nearly three times more likely to be burgled; and
- 15% more likely to be victims of anti-social behaviour.

[The report recognised the positive steps taken to address the challenges faced by vulnerable victims of crime](#), but said more work must be done to help those affected to access the services they are entitled to.

Kultar Nayyer, Services Director at Victim Support, said 'Identification and early support can significantly improve the experiences of victims with mental health problems navigating the criminal justice system. This group needs consistent and tailored measures, including support with emotional and practical tasks, and fair compassionate treatment by agencies, charities and the criminal justice system'.

Launched on 10 October 2019 (World Mental Health Day), the report made three key recommendations:

- A more joined-up approach, ensuring better links among each of the criminal justice agencies in Kent, and more communication with people with mental health problems.
- Increased identification of peoples' mental health problems, ensuring all services are recognising and recording when a victim has a mental health problem.
- Enhanced support services, making more help available to support victims and witnesses in Kent through the criminal justice process, and improving local NHS services.

I am pleased the report found a wealth of good practice going on in the county, but there is room for improvement. For example, the availability of video links at courts for vulnerable witnesses was found to be patchy. The criminal justice system needs to identify and accommodate every individual's own needs.

I am now holding criminal justice and NHS agencies to account for delivery of the recommendations through my role as chair of both the Kent Criminal Justice Board and the Mental Health Crisis Care Board.

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

It is estimated that more than a third of Kent Police's time is spent dealing with individuals and cases involving mental health issues. To put it another way, 33 police officers out of 100 can now expect to spend their whole shift dealing with mental health incidents rather than tackling crime or ASB in local communities. Vulnerable people must be protected from harm, but this clearly isn't always best for the individual or fair on police officers, who are not healthcare professionals.

Mental Health and Policing Fund

My Mental Health and Policing Fund was launched in 2017/18 – helping to provide better community support for the vulnerable and reducing the number of people in crisis coming into contact with Kent Police.

In 2019/20, the organisations who successfully obtained funding in the previous year were offered a continuation grant at the same level. Recipients included:

- Talk It Out (£10,000) - to continue its 'Let's Keep Talking' well-being café in Deal which acts as a meeting place, not only for people with mental illness but also those who feel socially excluded.
- Tunbridge Wells Mental Health Resource (£12,705) - to run the Serenity Café which provides a safe and welcoming out of hours service for those at risk of developing a mental health crisis.
- Dads Unlimited (£19,920) - to run a mental health support group and fund a schools liaison officer to work with children caught up in domestic disputes.
- Dover Outreach Centre (£10,000) - to help employ a cognitive behavioural therapy nurse for homeless people and to increase accessibility to their services.

In addition, the following projects also continued to receive the same level funding:

- Counsellors from the mental health charity Mind working in the FCR, able to take calls involving mental health issues where it was safe to do so.
- The Solace Café in Tonbridge and the Hope Café in Maidstone, which are run by local branches of the mental health charity Mind and offer out of hours support with the aim of preventing mental health problems escalating.
- The Medway Safe Haven Bus which offers a 'safe haven' for people in the night-time economy, providing first aid, a place to wait and immediate non-judgemental assistance.

2019/20 was the final year of the Mental Health and Policing Fund, but my office worked with all the organisations to explore alternative options from 1 April 2020.

National influence

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

Independent Review of the Mental Health Act

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

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

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

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

On 17 June 2019, the Government committed to banning the use of police cells as a place of safety for people experiencing a mental health crisis. For a long-time myself and others campaigned for this change, and it's great that the Prime Minister is taking forward the recommendation I made through the Review.

Police officers and staff will always do the best they can to look after a person in crisis, but cells are not the most appropriate place to take someone. Police Chiefs, to their credit, have been working voluntarily in recent years to reduce such instances, but at the moment there simply is not enough alternative capacity within the NHS.

The increased government investment into mental health services must translate into more alternative places of safety before the ban comes in. Only then will we see people in crisis always getting the right care from the right person at the right time.

Further information on the [Independent Review](#) can be found on the government services and information website.

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

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

Violence Reduction Unit

The countywide Violence Reduction Unit (VRU) was set up after the Home Office approved an application by my office to its Serious Violence Fund for £1.16m. Their introduction in 18 local areas nationally is part of a focus on early intervention, as set out in the Government's Serious Violence Strategy published in April 2018.

While Kent has not experienced the same levels of serious violence as some other areas in recent times, we have our own unique challenges. The VRU aims to tackle the root causes using a multi-agency, health based preventative approach with a focus on:

- Identifying the major causes of violence in Kent and Medway.
- Coordinating activity across the county to tackle violence and deliver long-term reductions.
- Involving communities and building capacity to deliver the best solutions to reducing violence in public spaces.

As well as my office, the Violence Reduction Unit comprises of representatives from Kent Police, the NHS, local councils and other key partners.

Some of the challenges are linked to county lines activity operating out of London and other areas, where young people are being exploited to act as drugs mules. This is not a trend unique to Kent, and it is not one that the police can simply arrest its way out of. The police and partner agencies need to work together to help lift these vulnerable young people out of a life of crime.

In 2019/20, VRU funding supported 23 local projects which in turn engaged with around 600 people. They received extra support from a number of agencies to help them change their lifestyle focused on sport, or practical skills like catering or building. Emotional and wellbeing support was also provided.

As winning concepts from a Serious Youth Violence Hackathon event where partners pitched ideas to a board of young people and VRU senior managers, initiatives also included a welcome pack for Londoners moving to Maidstone designed to signpost families to support and recognise potential risk factors; and peer-led training in understanding Adverse Childhood Experiences. Money was also used to purchase more than 500 emergency trauma packs, which have been distributed across the county.

Announcing that a total of £35m had been awarded to 18 areas, including Kent, the Minister of State for Policing and the Fire Service Kit Malthouse MP said 'To beat knife crime we must do two things: first we need assertive, high profile police enforcement and second, we need a coordinated approach to the long term solutions to violence in society, especially amongst the young. Violence reduction Units should help us get results on both'.

Amelix Tours

Following last year's successful Amelix Is It Worth It? Tours, I provided a further £50,000 to fund the delivery of schools based educational messages for a further year. This allowed the tour to visit more schools and work was undertaken to explore the option of extending to Year 6 pupils and enabling earlier engagement prior to their transition to secondary school.

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

The Is It Worth It? tours are designed to help young people make good decisions on how to use the internet and social media safely and most young people who have watched the tour said they had decided to be kinder online and think about others' feelings.

Violence Reduction Challenge

I created the Violence Reduction Challenge (VRC) in 2018 to look at the nature of violent crime in Kent, and to agree a partnership approach to tackling the underlying causes. The year-long study which brought together victims, residents, charities, statutory bodies and others, was also my response to the Government's Serious Violence Strategy.

In February 2019, I hosted a summit in Maidstone, and it was at this event that the Home Office and I announced additional funding for the St Giles Trust - an investment of £614,000 from my commissioning budget over three years, and £202,000 from the Home Office in 2019/20. Since 2017, the charity has worked in Kent to help those vulnerable children affected by county lines drug dealing – who can be victims as well as offenders - turn their lives around. St Giles Trust provides specialist caseworkers to help those affected make a safe and sustained exit and offers additional advice and support via a helpline.

The decision to put more funding into the county lines project was just one of the outcomes from my VRC. Another was for me to set aside a portion of my annual commissioning budget to create a Violence Reduction Fund (VRF) to help cut violent crime by supporting activities such as awareness campaigns, prevention initiatives, rehabilitation projects and diversionary activities.

The VRF is open to statutory organisations, community and voluntary groups, charities and social enterprises. They are able to bid for a maximum of £35,000 per year, for three years and in 2019/20, recipients included:

- Rising Sun and Choices (£35,000) – Guiding Lights: support for girls aged 11-16 at risk of child sexual exploitation or being in a coercive and controlling relationship.
- Kent CrimeStoppers (£35,000) – Fearless: educating 11 to 16 year-olds by increasing their awareness of weapons, street crime and child sexual exploitation.
- Uprising Youth and Community (£32,000) – knife crime awareness campaign in east Kent.
- Folkestone Youth Project (£7,850) – The Shed: social, emotional and physical support for young people who have made unhealthy and negative life choices.
- The Forward Trust (£34,125) – Violence Reduction peer Mentoring programme for clients accessing their East Kent Community Drug and Alcohol Services.
- Reform Restore Respect (£5,000) – I Didn't Know That: 90 minute workshops delivered to Year 6 pupils around gang violence and knife crime.
- Kent Police (£24,750) – Domestic Abuse Pilot: procurement of a programme of workshops for identified perpetrators of domestic abuse in Medway.

Following the success of the model in Margate, the VRC also recommended the creation of a multi-agency task force in Medway to enable partners to work closer together to address the underlying causes of crime. Having funded a coordinator role within Kent Police, the task force was officially launched on 7 February 2020. Working under one roof, the multi-agency team includes Kent Police, Medway Council, Victim Support, Department of Work and Pensions, Immigration Enforcement and Kent Fire and Rescue Service. The common goal is to tackle crime, prevent violence and safeguard the most vulnerable in the community. Together they identify community issues that contribute to crime and focus on long-term solutions to prevent violence.

At the launch, the Chief Constable said 'The multi-agency team follows on from the success of a similar model in Margate, which has been recognised nationally as good practice for its efforts to promote a better quality of life for residents. We know that by working together with partners under one roof we can be more effective, responsive and achieve positive results. The officers will work closely with their partnership colleagues to support ongoing efforts to confront those who are prepared to use violence whilst also acting as a deterrent to those considering it. This will help us protect some of the most vulnerable people in the community'.

Neil Davies, Medway Council's Chief Executive, said 'We're pleased that Medway now has its own task force, which is based at the council offices in Chatham, in the heart of Medway. With all the agencies now working under one roof they can provide a more joined-up and effective response to support communities and deal with the issues which matter most to residents. We're committed to making a difference to residents' lives and supporting our most vulnerable residents, giving them the confidence to safely live independently'.

A further outcome is that in June 2019 my office was awarded £527,573 from the Home Office's Early Intervention Fund to help young vulnerable people. By engaging with young people in custody, the St Giles Trust charity provides support to divert them away from crime and exploitation. Since the Police Custody Liaison Scheme began in October, St Giles Trust case workers have supported more than 70 young people, typically helping them back into education, to find work, build self-esteem, or to develop better relationships with family or professionals. In addition to the Custody Liaison Scheme, St Giles Trust also delivered the Neck of the Woods Project which provides outreach support to young people at risk of being drawn into risk taking behaviour. Schools engagement was also extended as a result of the successful funding award.

It is right and proper that offenders are arrested and dealt with by the criminal justice system. Victims expect to see justice delivered. At the same time, we must recognise that people, especially vulnerable young people, can become embroiled in a cycle of re-offending if the causes of their offending are not addressed. By better supporting young people when they come into contact with the police we can strive to break that cycle and so prevent other people from being victims of further crimes in future.

The [full VRC report](#) can be found on the OPCC website.

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

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

Restorative Justice

Launched in October 2017, Restorative Solutions provide this service because bringing victims and offenders together under RJ can be a very powerful tool in reducing re-offending. RJ offers a safe and controlled way for victims and offenders to engage in conversations to repair the harm caused. It enables victims to tell offenders the real impact of their crimes, get answers and possibly receive an apology. It also gives offenders the chance to understand what they have done, take responsibility for their actions and consider ways to make amends for their behaviour.

RJ is free, entirely voluntary and can be used at any point during the criminal justice process - or even after someone is found guilty - provided both the victim and offender are willing. It is not an alternative to a court sentence and does not result in the offender having their sentence reduced.

The service is delivered through a combination of highly skilled staff and volunteers. Referrals received have ranged from 'low level' ASB to 'high level' murder and manslaughter cases, as well as a number of complex domestic abuse cases initiated by the victim. The following case study illustrates how it can help both victims and offenders:

- An offender received a conditional caution after he assaulted a stranger on a night out. As part of the conditional caution, he was required to have a discussion about RJ. He met with facilitators and stated that he was mortified about what had happened. He said he had been on a night out with friends and had drunk to excess which was unlike him and could remember nothing of what happened. He was keen to apologise. The victim was contacted by facilitators and understood the offenders need to apologise. He decided to receive the apology by letter because he didn't feel there was a need to meet. The offender wrote a letter and the victim accepted the apology, stating 'Getting punched by some guy – these things happen when there's drink involved. But that he took the time to apologise when he didn't have to? That tells me more about him, and I appreciate the apology'.

The Kent service continues to increase awareness around RJ and referral numbers steadily increased during 2019/20.

Further information on [Restorative Justice](#) can be found on the OPCC website.

Pension Forfeiture

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

I was first granted a Certificate of Forfeiture in December 2017, and since then have considered a number of cases. As a result, the OPCC has submitted applications to the Secretary of State and are awaiting decisions.

- **Actively engage with residents in Kent and Medway**

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

'Street stalls'

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

- Swanley
- Ramsgate
- Tonbridge
- Folkestone
- Sittingbourne
- Strood

Coffee mornings

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

- Reculver
- Higham
- Cranbrook
- St Margaret's at Cliffe
- Eastchurch
- Sheldwich

County events

Over three days - Friday 28 to Sunday 30 June 2019 - Kent Police held their eighth Open Day and welcomed over 15,000 people. For the second year the force hosted a school's day on the Friday, with approximately 3,500 school children attending. On the Saturday, over 4,500 officers, staff, family and friends attended and on the Sunday 7,500 members of the public were welcomed. The OPCC had a stand and the event enabled me to engage with many children, Kent Police staff and members of the public.

Once again, I also funded Kent Police's presence at the Kent County Show which took place over the three days Friday 5 to Sunday 7 July 2019. The stand was the same size as the previous year, situated alongside Kent Fire and Rescue Service to create an emergency service focus. The stand highlighted recruitment opportunities and work around rural crime, cybercrime and road safety. The OPCC was represented on all three days and my office also took the opportunity to speak to some of the show's 78,000 visitors, which was an increase of 4,000 on the previous year.

Public consultations

Occasionally, I have sought public and partner views on a specific topic / idea and embarked on a consultation exercise. For example, having run a cyber-bullying survey in 2018, I ran another as I was keen to understand the ways in which young people experienced cyber-bullying and identify what, if anything, had changed. The anonymous survey was circulated to schools across the county during Anti-Bullying week and there was also a survey aimed at teachers, parents and elected officials to understand their own experiences and the extent to which they monitored and understood what young people did online. My Annual Policing Survey also sought views on the priorities for my refreshed Safer in Kent Plan – [a copy of the survey and report on the findings](#) can be found on the OPCC website.

Traditional and social media

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

In addition, the OPCC website and social media have continued to offer opportunities to engage with residents and partners, and good use has been made of popular digital channels. The corporate [@PCCKent Twitter account](#) boasts 11,500 followers and there has been increased use of the OPCC [Facebook page](#), [Instagram feed](#) and [YouTube channel](#). I also use social media in a personal capacity to publicise my work with a following of over 5,000 people.

Single Online Home

In August, the OPCC became the first in the country to move its website to the national Single Online Home (SOH) platform.

Previously, a single external supplier was contracted to provide the support infrastructure for both the Kent Police and OPCC websites. However, Kent Police had expressed an interest in joining other police forces on the national SOH platform, with the OPCC risking increased costs from the external supplier.

The OPCC's Communications Manager, having raised this concern with the national Digital Policing Portfolio Team, was able to negotiate that the OPCC website should move to SOH at the same time as the force. This was achieved at no additional cost to the OPCC and with the same accessible and responsive 24/7 IT support that operational police forces on SOH benefit from.

SOH was launched in the summer of 2018 and delivers a national web-based platform and digital 'front counter', offering a broad range of police services online, including incident reporting, licence applications and local crime information. As at the end of March 2020, 19 forces were fully live with the service and 56% of the population of England and Wales had access to SOH.

Direct engagement

As well as engaging with various partners and community groups such as West Kent YMCA, Porchlight, South Kent Mind and Kent Association of Local Councils, I have also visited organisations that received funding from my office including the mental health charity 'The Solve' in Deal, NSPCC 'Letting the Future In' project in Gillingham, and the Dover Outreach Centre. In addition to seeing the work of Street Soccer Foundation at a local School, in March 2020 they also helped facilitate my Sport Relief Challenge where I brought members of Kent Police together to raise over £2,300 for charity.

I have met regularly with the county's MPs and other elected officials, to better understand their priorities and those of the residents they represent. I have then discussed any issues with Government Ministers including the Home Secretary, Rt Hon Priti Patel MP, and the Minister of State for Policing and the Fire Service, Kit Malthouse MP.

Proactive E-News alerts

Approximately 1,700 subscribers received free news alerts, as well as regular e-newsletters with updates on my work and that of the OPCC.

Engaging with harder-to-reach audiences

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

Therefore, I am keen to be accessible to as many of Kent's diverse communities as possible and have actively sought opportunities to engage with harder to reach audiences. For example, I have met with Dementia Friendly Kent, the Canterbury U3A group and visited an Age UK lunch club. I have also spoken at the Medway Pensioner's Fair and held a question and answer session with members of the Gravesend and Dartford Muslim Association.

Alongside my plan, I have published [Safer in Kent: Backing Young People](#) which sets out how I will support the vast majority of young people who are good citizens, who want to be involved and want to have a say over what happens in their communities. I am pleased to have been able to engage with students from the University of Kent by giving a guest lecture on the role of PCCs, and also to have participated in a Medway Youth Council meeting. Furthermore, the Youth Select Committee at the Houses of Parliament kindly invited me to give evidence about knife crime prevention. I have attended Volunteer Police Cadet Unit meetings across the county and engaged directly with young people at the WREC Room in Chatham - a drop-in centre. To see first-hand the messages that young people are receiving, I have also visited a number of schools to observe presentations on preventing gang violence and online safety.

Internal engagement

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

I spent the weeks 29 April to 3 May and 4 to 8 November conducting force wide visits, speaking with staff in each of the three Divisions and a range of departments to better understand their work, the challenges they face and to thank them personally for their contribution in keeping local communities safe. I have met new staff recruits and attended Passing Out Parades for police officers and PCSOs completing their initial training. It is always a pleasure and privilege to attend and share in the pride that their families and friends clearly feel.

Opportunities for the future:

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

2019/20 was my second year as chair of the Kent Criminal Justice Board (KCJB). The Board brings together chief officers from criminal justice agencies and wider partners and has responsibility for overseeing criminal justice across Kent and Medway with the purpose of delivering effective, efficient and fair justice.

As chair of the Board, I am able to hold chief officers and their agencies to account, resolve conflicts of interest and set a Business Plan that reflects both national and local priorities, whilst firmly putting victims at the heart of the system. The KCJB's strategic priorities remained as follows;

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

The Board seeks to address issues either through Task and Finish groups or co-commissioning, but also has three standing Sub-Groups that focus on: the overall efficiency of the system; the victim and witness experience; and reducing reoffending.

Over the year, the Board has delivered a tangible increase in the number of early guilty pleas bringing early closure for victims and overseen Kent's improvement to the best nationally for Magistrate Court Trials going ahead as planned. Work is also underway to look at how the system can better manage cases involving people with mental health problems and as part of plans to reduce reoffending, there continues to be a focus on accommodation and the needs of women in the criminal justice system.

I remain firmly of the belief that further devolvement of criminal justice powers has the potential to improve the journey of all service users, as well as outcomes across the criminal justice system. Whilst the MoJ is yet to make a decision on the devolvement of more powers, I continue to engage with Ministers to press for reform

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

With growing demand and pressure on policing, as well as the unique 'Gateway to Europe' issues, I have continued to engage with local MPs, Ministers and the Government to highlight local challenges.

UK's exit from the European Union

In December 2018, the Government provided £850,000 to Kent Police to cover its initial preparation costs for the UK exiting the European Union (EU). At the start of March 2019, I wrote to the previous Minister of State for Policing and the Fire Service, Nick Hurd MP, making the case for further funding from central Government. On March 21, during a visit to Medway Police Station, Mr Hurd confirmed that the Home Office would provide another £3.5m of funding to reimburse the force for additional costs incurred up to the end of March 2019 (the original exit date). He said 'Our decision to grant this funding recognises the unique role and hard work undertaken by Kent Police to prepare for the UK's exit from the EU. We are committed to providing police with the resources they need to deal with the implications of leaving the EU, while also ensuring forces keep on top of crime and continue to protect the public'.

Following a change of Prime Minister in July 2019, the UK finally left the EU on 31 January 2020 and immediately entered into an 11-month transition which will end on 31 December 2020. During the transition period many aspects of the UK-EU relationship need to be decided including law enforcement and locally, the force continues to work with partners to ensure the county is as prepared as it possibly can be. It is likely that Kent Police will incur further costs during and after the transition, and I firmly believe it is not fair that local Kent residents' taxes should be used to fund what is a nationally significant event. As a result, I remain in close dialogue with Ministers in an effort to ensure any associated costs are not funded from local people's pockets.

Reducing serious violence

In May 2019, Kent Police received £1.66m surge funding to reduce serious violence in public spaces with a focus on knife crime. Funding from the Government's Serious Violence Fund was allocated to 18 forces. Announcing the money, the previous Home Secretary, Rt Hon Sajid Javid MP, said 'Knife crime destroys lives and as Home Secretary I'm determined to do everything in my power to stamp it out. This funding will help the police forces worst affected by violent crime to up their response, including by increasing the number of officers out on the streets over the Easter weekend'.

The funding was used to boost patrols across the county over the Easter weekend, conduct weapon sweeps and execute early-morning warrants against people suspected of being involved in county lines and other serious criminality. It is really positive that the Home Office listened to PCCs and Chief Constables and gave more money to forces to tackle serious violence. Kent has, and continues to do great work in this area, and the funding enabled even more to be done to keep Kent safe.

Provision of Tasers

In March 2020, the Home Office awarded Kent £123,750 to purchase more Tasers. Having already agreed to fund the Chief Constable's plan to give every front-line police officer a Taser, if they want one and pass the training, this funding will offset the costs of the programme and enable the purchase of 150 Tasers.

I'm delighted that the Home Secretary, Rt Hon Priti Patel MP, is taking assaults on police officers seriously by providing this funding to PCCs. And by seeking to double prison sentences for attacks on emergency services workers, a strong message is being sent that such assaults are completely unacceptable. I have campaigned for more Tasers to be provided to the front-line and am doing my bit locally to keep police officers, staff and the public safe by supporting the roll-out to every officer in Kent who wants one – including many Special Constables. Police officers, staff and volunteers do difficult and dangerous things on our behalf and so I believe it is vital that we do all we can to support them.

• **Collaborate further with other organisations**

Kent and Medway Fire and Rescue Authority

The Policing and Crime Act 2017 introduced a raft of measures to enhance collaborative working between the emergency services. As well as a new statutory duty on the police, fire and rescue and ambulance service to keep opportunities to collaborate under review, it included provisions enabling PCCs to take on different levels of responsibility with regards to the governance of fire and rescue in their area.

At its June 2017 meeting, the Kent and Medway Fire and Rescue Authority accepted my request to become an additional Member as soon as permitted by legislation and I have participated in their meetings on an informal non-voting basis. However, I am pleased to report the legislation has now been updated and at the Authority's meeting in February 2020, I was formally appointed as an additional Member.

Mental Health

Following a review of the county's Mental Health Crisis Care Concordat governance arrangements - a national agreement between services and agencies involved in the care and support of people in crisis – the following governance structure was agreed in early 2019:

- Tier 1: Mental Health Crisis Care Board which I chair and is the strategic decision-making body for Kent and Medway.
- Tier 2: Crisis Care Pathway Group which is chaired by a member of the Board and is responsible for the design and monitoring of crisis pathways and submitting proposals to the Board.
- Tier 3: Two Operational Groups which are chaired by practitioners and responsible for monitoring services, data reporting and escalating issues to the Pathway Group.

With senior representation from partner organisations including Kent Police, Kent and Medway NHS and Social Care Partnership Trust, South East Coast Ambulance Service and Clinical Commissioning Groups, the Crisis Care Board has met regularly during the year. In addition to improving communication and building stronger relationships, it has reviewed quantitative and qualitative information to identify the challenges, overseen improvements in the advice provided to front line officers and considered practical opportunities to reduce demand, such as through the development of Safe Havens.

BlueLight Commercial Ltd

Two years ago, policing committed to delivering £100m of procurement savings, plus a further £20m of savings through shared services and 'back office' transactional functions. To achieve this, it was recognised that policing needed a commercial organisation to work across all forces, and this has progressed in 2019/20 under the direction of the National Commercial Board which I chair.

The business case for the new commercial organisation was agreed by Chief Constables and my fellow PCCs during the year and an implementation board and shadow board were formed. The shadow board met for the first time in December 2019 and agreed to a new name for the organisation – BlueLight Commercial Ltd - with a go-live date of 1 June 2020. During its first year, BlueLight Commercial Ltd which I will chair will focus on establishing and embedding itself - taking forces on a 'Journey to Commercial Excellence' through a cultural transformation programme and developing category strategies, starting with 'Vehicles and Air Support' and 'People and Professional services'.

UK's exit from the European Union

In May 2018, I and two fellow PCCs were appointed Co-National Leads on Exiting the EU. Having left the EU on 31 January 2020 and immediately entered into an 11-month transition, we have continued to engage with colleagues and discuss preparations with representatives from a range of national bodies, including the NPCC and Home Office. Whilst many aspects of the UK-EU relationship need to be decided before 31 December 2020, we will continue to prioritise law enforcement to ensure it is given the attention it clearly deserves.

• **Oversight of the police complaints process**

The Policing and Crime Act 2017 also introduced significant changes to the police complaints system, building on the previous years' reforms.

During the year, my office undertook preparatory work in readiness for the Regulations to be updated. Eventually the changes came into force on 1 February 2020, increasing substantially my role in terms of the actual involvement in the complaints process, and how I hold the Chief Constable to account for performance in complaints management.

For the first time, I am now responsible for handling reviews against the outcome of a complaint investigation. Whereas previously this was carried out by force Professional Standards Departments (PSDs), it is now the responsibility of PCCs and their offices. Reviews of more serious matters remain with the Independent Office for Police Conduct (IOPC). As this is new work, I took the decision to introduce an Independent Reviewer of Complaints role in my office to assess and manage all such reviews.

To allow a localised approach, PCCs were also able to take on other functions of force PSDs, based on two options:

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

Clearly a decision to adopt either has implications for the level of financing and staffing required by a PCC to effectively manage the additional workload. Whilst I have assumed the appellate function and increased the level of oversight of complaints handling (as required by the Act), I have taken the decision not to adopt either option at this time. However, I will keep this under review.

The reforms also simplified what constitutes a complaint. Whereas previously police forces needed to assess whether a 'complaint' received met the stringent definition in the Police Reform Act 2002, the Act has been updated and the new definition is 'any expression of dissatisfaction with a police force which is expressed (whether in writing or otherwise) by or on behalf of a member of the public'. It is hoped that this new, simplified definition will help demystify the process for the public and allow police forces to work to resolve areas of concern raised by the public.

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

School inputs

Following a successful pilot, I introduced a new dedicated Schools Project Officer role in my office to review, map, analyse and report on the provision of intervention and prevention inputs in schools, with a particular focus on violence reduction, gangs and knife crime across Kent.

Whilst there are a number of organisations delivering a range of preventative inputs into both primary and secondary schools, there has been a lack of coordination, consistency of message and monitoring of the impact and potential gaps in provision. There is a real need to provide a consistent and strong message, which will also potentially deliver better value for money, and identify opportunities to combine and streamline services being directly funded by my office.

The dedicated role has undertaken work to map the current provision and is leading on the development and implementation of a clear plan to better co-ordinate the messages. In addition, they are pro-actively engaging with current funded services to facilitate a joining up of messages and delivery of services.

Kent's 'most wanted'

In June 2019, I launched a new initiative to locate suspects wanted for offences around the Dartford area. Images of wanted people are now displayed on media screens within Orchards Shopping Centre and shoppers with any information regarding a suspect's whereabouts are encouraged to contact the police directly, or anonymously via the charity CrimeStoppers.

Run by Kent Police and CrimeStoppers, the initiative sees the faces of a number of different suspects displayed on the screens on a rotational basis.

CrimeStoppers do fantastic work supporting Kent Police in bringing offenders to justice and screens like this, which my office has helped fund, are proven to catch wanted people. We are sending a very clear message that Dartford town centre is no place for criminality. This is about residents, businesses, the council and the police all working together to ensure Kent remains a safe place to live, work and visit.

At the launch event I was joined by the chair of Crimestoppers in Kent Peter Rolington, members of Kent Police and representatives from other partner agencies, including Dartford Borough Council.

To give crime information anonymously, please contact CrimeStoppers on 0800 555 111 or use their [online form](#).

Tackling gangs and youth violence

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

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

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

- **Back volunteering**

I consider it really important to provide young people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship. That is why I remain committed to supporting the Volunteer Police Cadets.

The scheme is open to young people aged 13 to 17, who live in Kent irrespective of background or financial circumstances, including those vulnerable to crime or social exclusion. As at 31 March 2020, there were 309 cadets - with a waiting list in excess of 500 - located at ten units across the county: Dover; Canterbury; Tonbridge; Maidstone; Medway; Gravesend; Swanley; Sittingbourne; Thanet; and Ashford. In 2019/20, the cadets completed over 18,000 hours of volunteering, including in domestic violence centres, care homes and participating in community events. Five cadets have also gone on to join Kent Police as a regular officer, two have become PCSO's and five have joined the Special Constabulary.

I'm very supportive and appreciative of the work of Special Constables; unpaid volunteers who wear a uniform, have the same powers as regular officers and put themselves in harms way like their paid colleagues - but all because they just want to give something back to their communities. As at 31 March 2020, there were 265 Special Constables who provided a fantastic 105,201 hours of policing in 2019/20. In addition to supporting their regular Local Policing Team colleagues, a number are embedded in functions such as the Marine Unit, Roads Policing Unit, Dog Unit and Serious Crime Directorate.

In 2018/19 the force introduced Community Police Volunteers (CPVs) for those aged 18 or over interested in contributing to their local community as a volunteer. As at 31 March 2020, there were 51 trained CPVs and 77 in process. Wearing a uniform and working closely with communities and businesses, they improve the communication flow with Kent Police and identify and support vulnerable people through local engagement and work with partners.

As at 31 March 2020, Kent Police had 188 internal volunteers in roles conducive to the skills they bring, who provided nearly 19,000 hours of support. Examples include roles within the FCR, Recruitment, Local Policing Teams, Intelligence, Public Protection and Crime Investigation.

More information on the [volunteering opportunities](#) outlined above can be found on the Kent Police website.

Independent Custody Visitors (ICVs) make unannounced visits to custody suites around the county to check on the welfare of detained persons, ensure they have received their rights and make sure they are being held in conditions that are up to standard. ICVs are offered places on various training sessions and conferences relevant to the role and may also take part in other voluntary schemes led by my office such as ride-alongs with Kent Police officers as part of the monitoring Best Use of Stop and Search Scheme. I am responsible for managing the scheme and would like to extend my thanks for their support and the excellent work they carry out. Further information on [ICVs](#) can be found on the OPCC website.

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

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

Ministry of Justice Grant for Victim Services - Funding Recipients³

£

£

Domestic Violence	
Rising Sun and Choices - Pathways	24,949.00
Sign Health	41,785.00
DAVSS - Support to Court Project	16,800.00
DAVSS - Support Service for Male Victims	4,880.00
Dandelion Time - Therapeutic Programme	15,000.00
Dad's Unlimited	39,960.00
Victim Support - DA Triage Service	127,840.00
Domestic Abuse Service - KCC	150,000.00

Sexual Violence	
Family Matters - ISVA Service	379,159.00
Family Matters - Child ISVA Service	65,286.00

Core Referral & Support Service	
Victim Support - Core Contract	932,645.00

Child Sexual Abuse	
Rising Sun and Choices - Pathways	24,949.00
NSPCC	41,500.00
Dandelion Time - Therapeutic Programme	15,000.00

Other	
OPCC Commissioning Team Staff Costs	41,715.00
Receptionist Staff (incl. overtime)	16,249.00
Compass House Overheads	22,675.00
Brake	5,000.00
Rubicon Cares	50,000.00
Choice Support	34,000.00

Restorative Justice	
Restorative Solutions	167,000.00

³ Under Section 3.2 of the MoJ's Grant Agreement for victim services, PCCs must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011.

Key Financial Information for 2019/20

On 13 December 2018, Nick Hurd MP, the previous Minister of State for Policing and the Fire Service announced the provisional police grant allocation for each force area for 2019/20. The headlines nationally were:

- £970m additional funding for the police service which included:
 - £161m additional formula funding;
 - £153m of pension grant;
 - £59m additional funding for Counter Terrorism;
 - £90m additional funding to tackle Serious and Organised Crime; and
 - £509m as a result of additional council tax flexibilities.
- Of the £970m approximately £813m was for local policing, namely:
 - £509m precept;
 - £143m pension grant; and
 - £161m additional funding.
- Precept flexibility of up to £24 for all PCCs (or equivalents) in 2019/20.
- £161m additional grant funding, made up of £146m increase in core grant, £12m additional NICC payments and £2.7m precept grant.
- The settlement, including council tax and pension grant, represented an average cash increase (total funding including precept) of 7.1% between 2018-19 and 2019-20.
- £160m additional Counter Terrorism funding (announced in the 2018 Autumn Budget) equivalent to an annual increase of £59m; an 8% increase on total CT funding.

The settlement also outlined the Minister’s four priority areas to “drive efficiency, productivity and effectiveness” in policing: The priorities were:

- I. Continued efficiency savings in 2019/20 through collective procurement and shared services. An expectation that every force would contribute substantially to procurement savings and the Home Office would work with the police to agree the “right force level objectives for 2019/20 and 2020/21”.
- II. Major progress expected to resolve challenges in investigative resource identified by HMICFRS, including recruitment of more detectives to tackle shortfalls.
- III. Continued improvements in productivity, including smarter use of data to deliver £50m of productivity gains in 2019/20.
- IV. Maintenance of a Serious Organised Crime (SOC) response spanning identification and management of local threats as well as support for national priorities.

Locally, as a result of the settlement, the funding received by Kent was as follows:

Table 1: Funding Settlement

Funding Settlement	2018/19 budget £'000's	2019/20 budget £'000's	Variance £'000's
Police Core Settlement	104,799	107,078	2,279
Ex DCLG Funding	65,666	66,966	1,300
Legacy Council Tax Grants	13,298	13,298	0
Pension Grant Allocation	N/A	3,372	3,372
MOJ Victims Funding	2,116	2,116	0
HO Capital Grant	1,070	1,094	23
Total	186,948	193,924	6,974

The 2019/20 settlement provided more funding than was expected largely in response to the significant increase in pension costs due to a Treasury revaluation. It should be noted that while Kent received £7m of additional funding, the increase in pension costs was £9m.

The settlement was confirmed in January 2019.

Locally, as a result of the settlement, the funding of the gross budget received by Kent was as follows:

Table 2: Funding Streams

Funding Streams	2018/19 budget £'000's	% of total funding	2019/20 budget £'000's	% of total funding
Central Government Funding				
Police Core Settlement	104,799	31%	107,078	29%
Ex DCLG Funding	65,666	20%	66,966	19%
Pension Grant	N/A	0%	3,372	1%
Legacy Council Tax Grants	13,298	4%	13,298	4%
Specific Grants	14,579	4%	15,699	4%
Locally Raised Funding				
Income	19,527	6%	21,338	6%
Council Tax	105,080	32%	121,864	34%
Collection Fund	1,520	0%	1,209	0%
Reserves	8,222	2%	3,783	1%
Total	332,691	100%	354,607	100%

In 2019/20 Kent received a total of £187.4m in general grants and council tax grants. This was an increase of £3.6m on the level of funding received in the 2018/19 settlement.

The budget for 2019/20 was set in February 2019 and monitored closely throughout the year. A financial reporting paper was presented quarterly to Chief Officers of both the force and the OPCC alongside a monthly summary. Financial information was also presented quarterly to the Joint Audit Committee and my Performance and Delivery Board. The revenue budget shows the day to day expenditure of running Kent Police and the OPCC.

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

Table 3: Revenue Outturn 2019/20

Directorate	Budget £'000's	Net Expenditure £'000's	Over / (Underspend) for 2019/20 £'000's
Central Operations	43,709	42,679	(1,030)
Local Policing and Partnerships	21,143	20,625	(518)
Serious Crime Directorate	30,674	28,871	(1,803)
Divisions	142,860	137,288	(5,572)
Chief's Office	2,373	2,292	(81)
DCC Portfolio	10,336	11,750	1,414
Support Services	43,252	45,995	2,743
HR / L&D	9,052	14,848	5,796
Corporate Charges	11,654	15,738	4,084
Transfer to / (from) reserves	(4,700)	(8,137)	(3,437)
Office of the PCC	3,434	3,189	(245)
Net Expenditure	313,787	315,138	1,351

The 2019/20 financial year was particularly challenging. Successive years of real term budget cuts in Home Office funding had seen Kent Police make considerable savings, over £100m since 2010, in order to balance the budget.

Demand for policing increased and unavoidable cost pressures grew due to inflation and other growth essential to meet the policing pressures resulting in the budget being squeezed ever tighter. 2019/20 culminated in an overspend of £1.4m against the £313.8m budget, an overspend of 0.43% despite making £9.2m in savings and tight scrutiny and control by managers, finance staff and Chief Officers.

The overspends largely related to the pay award for officers and staff increasing from an expected 2.0% to 2.5% awarded from September 2019 and overtime necessary to meet the demand for policing services.

• Police and Crime Commissioner Expenditure

My net budget consists of the costs of the OPCC and the grants that I provide to support projects across Kent.

The following provides a breakdown of my budget and expenditure:

Table 4: OPCC Budget and Expenditure Breakdown

	Budget	Spend	Variance
	£'000's	£'000's	£'000's
OPCC	1,345	1,360	(15)
Grants	2,089	1,829	260
Total	3,434	3,189	245

The expenditure included a small overspend of £0.02m covered by reserves, with £0.26m transferred into reserves due to an underspend on the Commissioning budget, including government grants that could be rolled-forward for use in 2020/21.

• My Commissioning Achievements

I received £2.1m in grant from the MoJ for the provision of services to victims. This funding, which was the same as I received in 2018/19, was used to provide a wide range of services to help victims cope and recover. I contributed the same amount and therefore had a fund of £4.2m to support victims, witnesses and to deliver projects that would reduce crime and disorder.

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

There were several funding streams available:

1. Mental Health and Policing Fund

One of my priorities is making sure that people with mental health issues who come into contact with the police have access to the right support. These may be victims, witnesses, or offenders and could range from being in crisis to a missing person or needing to access the right support mechanisms within their communities. Funding was allocated within the commissioning budget to enable me to support schemes and projects which related directly to this priority. This fund provided money to a number of projects including the provision of two Crisis Cafes, Overnight Drop In and Crisis Support Service, peer support, outreach services and a number of well-being cafes across Kent. The work of these projects was closely monitored to ensure the outcomes were achieved. Positive outcomes from the well-being cafes included 91% of people reporting they had opportunities to learn from others and felt better able to cope and 82% reporting that they had less contact with emergency services as a result of attending the café.

2. Victim Specialist Services Fund

My core victim services are provided by Victim Support. They are an independent charity who provide emotional and practical help to people, and where appropriate immediate family members who have been affected by crime regardless of whether they have contacted the police or how long ago the crime took place. They provide a range of support from emotional to practical help for as long as it takes to overcome the impact of the crime. Victim Support work closely with other victim services providers to ensure that victims receive a holistic response and are able to access specialist services to support their needs. In addition to this service, I commissioned Victim Support to look at how the criminal justice system could better support victims of crime experiencing poor mental health. A report was published on World Mental Health Day making various recommendations which I am driving forward through the Kent Criminal Justice Board.

In response to the number of hate crime victims reporting their crime but also withdrawing from the criminal justice process, I funded a Hate Crime Advocate. This role provides dedicated support to hate crime victims to help their recovery and provides specialist support for those going through the criminal justice system. A stalking service has also been developed in conjunction with Victim Support.

I also fund a RJ service which provides the opportunity for the victim and the offender to come together to discuss how to repair the harm caused. RJ can be a very powerful tool in supporting the victim cope and recover and in reducing reoffending. It enables victims to tell offenders the real impact of their crimes, get answers and possibly receive an apology. It also gives offenders the chance to understand what they have done, take responsibility for their actions and consider ways to make amends for their behaviour. The service in Kent has increased awareness around RJ and referral numbers steadily increased throughout 2019/20. The service covers all crime types and a number of incredibly moving cases have reached successful conclusions for both parties, some of which have been used nationally to highlight the benefits of RJ.

All PCCs have responsibility for commissioning services which support victims of crime in their area and I set aside £500,000 in 2019/20 for projects which help victims with specialist needs. Money was awarded to projects which supported victims with their long-term recovery from crime, or supported people with complex unmet needs. This included support for hate crime victims, young people, male domestic violence victims, victims from underrepresented communities or those with protected characteristics such as the LGBT (lesbian, gay, bisexual and transgender) community or the disabled.

My office developed a collaborative bid with Kent County Council to pilot the basing of IDVAs in two of the major hospitals in Kent. The aim being to identify risk earlier enabling improved interventions for victims of domestic abuse and their families. The response was so positive that it is pro-actively being considered for re-commissioning through the Health Service.

My Victims Specialist Services Fund enabled the delivery of new and innovative approaches such as a Male Domestic Abuse Support Worker, LGBT+ IDVA and a specialist farm-based family therapeutic service for those who had suffered domestic and/or sexual violence. There were a number of positive outcomes across the projects including 92% of those accessing support reporting they were better able to cope with aspects of everyday life; 97% reporting increased feelings of safety; and 85% feeling better informed and empowered to act.

I also commissioned and introduced a countywide ISVA service to support victims of sexual violence. This is a completely independent service delivering across the whole of Kent and Medway, helping victims cope and recover regardless of whether they have reported the crime to the police.

3. Other Funds

I continued my commitment to the Community Safety Partnerships (CSPs). All CSPs across Kent and Medway received a sustained level of financial support. This allowed the CSPs to invest in schemes and projects that directly impacted on their communities. This funding will continue in 2020/21. I also funded several third-party providers such as Crimestoppers and the Drug and Alcohol Action Teams in both Kent and Medway. Schools based educational messages were also funded through the Amelix school tours which are delivered collaboratively with the music industry. The messages cover staying safe online and cyber bullying.

My office was successful in securing additional funding from the Home Office to enable a number of county lines projects with the St Giles Trust to continue and/or be expanded. These projects included police custody liaison – supporting and mentoring young people in custody; a schools co-ordinator role to map and improve how preventative and awareness work is delivered to schools across the county; outreach work to vulnerable young people especially those involved in anti-social behaviour, criminality, gangs and exploitation; and Parents, Carers and schools awareness sessions.

I was also successful in securing additional funding for two projects. Firstly, from the National Modern Slavery Fund to deliver awareness raising messages to key partners across Kent at a conference that was held in March 2020 and secondly, from the Home Office to enable the continuation of the St Giles Trust County Lines project in east Kent, which supports vulnerable young gang members. In addition, my office worked collaboratively with Kent Police, Kent County Council and Youth Offending Services to submit a joint bid to the national Youth Endowment Fund. This clearly demonstrated the benefits of progressing collaborative bids and further opportunities will be explored in 2020/21.

• **Investment Budget**

Investment Expenditure includes both capital and revenue expenditure (directly related to bringing the asset into use) on assets such as property, vehicles and IT infrastructure which have a longer-term life, greater than one year. This is funded through a combination of government grant, use of reserves, capital receipts and borrowing. Capital receipts are the proceeds of the sale of an asset and can only be used for capital expenditure.

Police Capital grant allocations (those provided to individual PCCs) were unchanged from 2018/19. Kent's capital grant allocation therefore remained the same in 2019/20 at £1.1m.

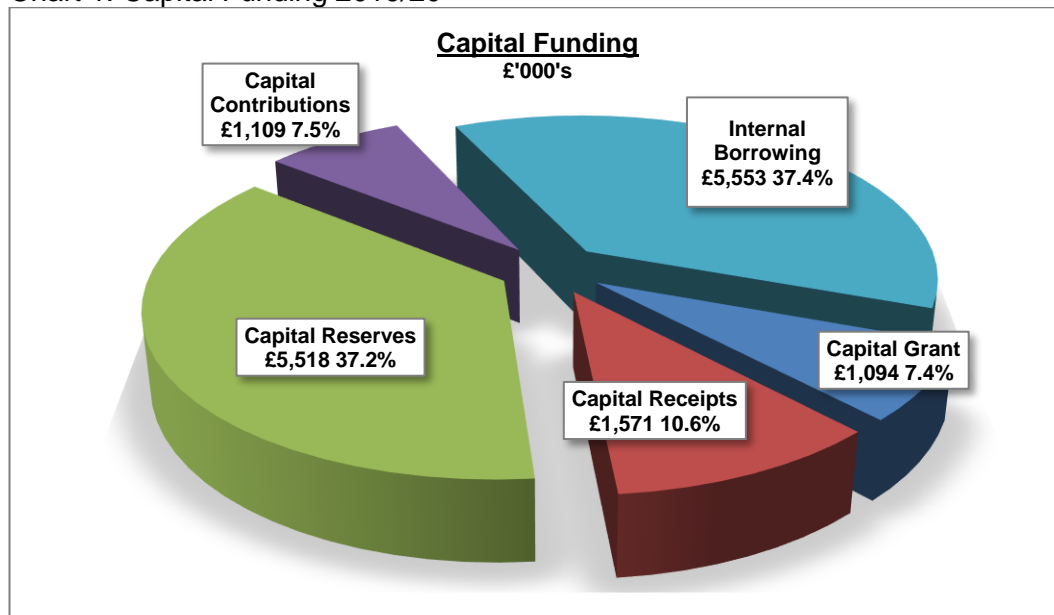
The final position on the investment budget for the Group is shown below in Table 5:

Table 5: Capital Budget

Provisioning Department	Revised Budget	Actual Expenditure	Over / (Underspend)
	2019/20 £'000's	2019/20 £'000's	2019/20 £'000's
IT Department	9,673	7,772	(1,901)
Estate Department	1,703	1,554	(149)
Transport	2,316	1,763	(553)
Innovation Fund	0	0	0
ANPR Department	745	734	(11)
SB Projects	23	29	6
Ashford Re-Modelling	1,600	373	(1,227)
Other	1,662	2,619	957
Totals	17,722	14,844	(2,878)

The table shows slippage of £2.9m of which £1.2m was related to the Ashford Re-Modelling. The remaining underspend was due to a number of projects both locally and nationally that did not commence during the year. A number of projects did not complete during the financial year and this slippage will be carried over into 2020/21.

Chart 1: Capital Funding 2019/20



Internal borrowing was applied to fund 38% of the Capital Investment Programme. This was slightly higher than anticipated due to £3.5m of slippage in capital receipts which was the result of a number of factors including: a buyer pulling out; property withdrawn from the market; and more recently the impact of Covid 19. The need to borrow had been forecast for a number of years on earlier iterations of the Medium Term Financial Plan (MTFP). The slowdown in asset sales meant that 2019/20 was the first year that borrowing, albeit internally, was required. Internal borrowing is where I borrow from cashflow during the year, reducing the level of funds available for investing in the money markets but also reducing the cost of borrowing. The current MTFP includes a revenue contribution to capital of £1m, increasing by a further £1m each year. This will not alleviate the need to borrow in future years but will help mitigate the impact. The future funding of the Investment Programme is set out in my Capital strategy.

- **Reserves**

As shown above the net assets (assets less liabilities) are matched by the reserves. Reserves are reported in two categories:

- Usable - those that I may use to provide services, subject to the need to maintain a prudent level and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). These are the reserves that I use during the year to fund investment opportunities or the capital programme. Any underspend at the end of the year is transferred into usable reserves. Any overspend at the end of the year is a transfer out of usable reserves. Details of the useable reserves are shown below.
- Unusable – those that I am not able to use to provide services. This includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve, where amounts would only become available to provide services if the assets were sold). Details of these are shown in the Statement of Accounts.

Table 6: Useable Reserves

	As at 31st March 2019	As at 31st March 2020
	£'000's	£'000's
General Fund	9,100	9,400
Risk		
Localisation of Council Tax Benefit Reserve	162	0
Grant Cut Volatility Reserve	0	0
Insurance	1,502	2,966
Change		
Invest to save	513	192
PCC Recruitment Support	3,000	1,000
Redundancy, Relocation & Regulation A20	3,760	1,127
Policing Opportunity		
Policy Opportunities	16	0
POCA Incentivisation	1,002	0
Policing Opportunity Other:		
OPCC Budget Roll Forward	947	1,192
Partnership Funding Roll Forward	794	0
Op Morris - Vehicle Seizure	55	0
Bank Holiday Overtime Reserve	1,872	785
Investment Reserve		
Investment Reserve	5,825	447
Total	28,548	17,109

Usable reserves stood at £17.1m, a decrease of £11.4m on the previous year. General reserves were increased to maintain a minimum of 3% of net revenue budget to bring Kent into line with other PCC's and also reflect HMICFRS comments.

• Performance and Value for Money

Kent Police are subject to a formal inspection regime undertaken by HMICFRS. This regime is a vital part of my assurance in holding the force to account for Value for Money (VfM). I receive a performance report that includes VfM at my Performance and Delivery Board where I hold the Chief Constable to account in public. The force has delivered over £100m of savings since 2010. It has shown a consistent pattern of sensible forward planning and disciplined accelerated delivery of savings requirements within a framework of clear service vision and use of technology and innovation to minimise front-line impact.

As well as specific national studies, the HMICFRS regime covers an annual assessment of three main themes for each force (referred to as the PEEL inspection): Efficiency, Effectiveness and Legitimacy. The Efficiency element includes an assessment of the financial sustainability of the force over the short and medium term.

HMICFRS recently concluded their latest PEEL inspection of the force, reported in May 2019, grading Kent Police as the best police force in the country. The force was graded Outstanding for Legitimacy (for the fourth year in a row), Outstanding for Efficiency, and Good for Effectiveness. In a separate inspection, it was also graded Outstanding for Crime Data Integrity. Kent Police now hold more 'Outstanding' grades – and for longer – than any other force.

Independent Review of Deaths and Serious Incidents in Police Custody

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

As Home Secretary, Theresa May commissioned the independent review of deaths and serious incidents in police custody in July 2015, and in October 2015 appointed Dame Elish Angiolini as independent chair. The review concluded in January 2017 and published its [report](#) on 30 October 2017, making 110 recommendations for improvement. The [Government's response](#) was also published on 30 October 2017.

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

'Recommendation 53 - PCCs should report annually on deaths and serious incidents in police custody in their jurisdictions'.⁴

The IOPC requires forces to submit a mandatory referral relating to deaths or serious injuries (not incidents) in custody. The IOPC define 'serious injuries' as *'those where there is a significant impairment, either temporary or permanent, to a person's functional abilities. This can either be physical, for example, broken arm, deep cut or laceration, ruptured spleen, or loss of consciousness; or mental, for example, personality change, memory loss or epilepsy, as a result of brain injury'*.

In 2019/20, a total of 28,697⁵ people were processed through Kent custody suites. Reflecting my commitment to transparency, I can report that the force recorded no deaths in police custody and 14 'serious injury' incidents. Examples include a detainee who caught his fingers in the hinge of a cell door, one who banged his head on the wall losing consciousness and another who suffered a suspected heart attack whilst in custody.

Over recent years there has been a large reduction nationally in the number of deaths in, or following police custody. This likely reflects improved training, guidance and practices in a number of areas, but most significantly in suicide prevention. There is a body of legislation, standards and guidance that set out detailed parameters for the use of the power of detention, and best practice in delivering police custody services. This includes, but is not limited to, the Police and Criminal Evidence Act (PACE) and its Codes of Practice as well as the Detention and Custody Authorised Professional Practice issued by the College of Policing.

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

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

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

⁴ The report does not include a definition of 'serious incident' and it is not a term that the Independent Office for Police Conduct (IOPC) or forces use.

⁵ Data on the total number of detainees published in the 2018/19 Annual Report and provided by the force was incorrect. It was mistakenly based on 16 months data and the correct figure should have been 27,321.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Covid-19 Extraordinary Funding
Date: 8 September 2020



INTRODUCTION:

1. On 2 May 2020, the Government announced a package of £76m extra funding to support victims and survivors of domestic abuse (DA), sexual violence (SV), vulnerable children and their families, as well as victims of modern slavery, during the Covid-19 emergency pandemic.
2. Of the £76m funding package, £25m was administered by the Ministry of Justice (MoJ) with the funding being distributed via Police and Crime Commissioners (PCCs). £5m of this was provided to organisations already funded through the national Rape Support Fund; the table below shows how the remaining allocation was broken down by type of service for distribution by PCCs:

DA services already commissioned by PCCs	£10m
DA services not currently commissioned by PCCs	£5m
SV services already commissioned by PCCs and those not currently funded by PCCs	£5m

ELIGIBILITY:

3. To be eligible for the funding, organisations had to be a registered charity, a charitable incorporated organisation, or a social enterprise based in England or Wales delivering within a PCC's area.
4. As the funding was ringfenced, organisations also had to evidence that they provide tailored provision for DA and SV victims and their families.
5. The purpose of the funding was to support organisations meet the additional expenses or costs incurred (or that will be incurred) in adapting their services from 24 March (start of lockdown) to 31 October 2020, and to also cope with the increased demand resulting from Covid-19. For example, the funding could be used to:
 - address short term income disruption;
 - meet essential costs of sustaining activities, such as the purchasing of assets to support remote and digital working, or additional staff to cover those unable to work for reasons related to the pandemic; and
 - address increased demand, including adapting services to address user needs in light of Covid-19.
6. Organisations were not permitted to use the funding for:
 - the development of new projects or services not related to the Covid-19 response, for example designing technology platforms which would not be ready to deliver for the majority of the funding period;
 - campaigning activities;
 - religious activities outside of projects benefiting the wider community and not containing religious content;
 - political or lobbying activities;
 - loan repayments;
 - activities that make profit for private gain;
 - capital works (e.g. building repairs), but could be used for other capital costs such as ICT equipment to enhance communications and help reach local people;
 - goods or services bought or ordered before the 24 March 2020, start of lockdown; or
 - any outstanding debts, which an organisation incurred prior to 24 March 2020.
7. Organisations were also required to provide assurance that Covid-19 related costs could not be met from existing funding streams and that any spend committed to beyond 31 October 2020 would be met from their own funds.

8. To be eligible for:
- DA specific funding, the primary purpose of the organisation's service had to be to provide support to female and/or male victims who had experienced DA at any point in their life.
 - SV specific funding, the primary purpose of the organisation's service had to be to provide support to female and/or male victims who had experienced rape or sexual abuse at any point in their life.
- This could include adults and children and also support for existing clients as well as new referrals.
9. Types of eligible support that could receive funding included:
- Independent Domestic Violence Advisors (IDVAs) / Independent Sexual Violence Advisors (ISVAs);
 - Children's IDVAs / Children's ISVAs;
 - court support;
 - face to face or remote counselling for individuals and/or their families; and
 - support for particular groups such as BAME/Disabled/LGBT victims.
10. The MoJ recognised that whilst PCCs already fund support services, it may be limited in some areas and, for this reason, required the process to be open to all DA and SV support services in the local area - whether or not currently funded - to ensure the broadest range of organisations could access the funding.

LOCAL ASSESSMENT:

11. PCCs had to undertake an assessment of need in relation to both DA and SV support services in their local area. They were required to ensure a number of general conditions were fulfilled:
- the process was open and transparent, and assessment criteria published;
 - the process was open to all relevant support organisations in the area – and encouraged applications from small specialist organisations supporting groups with protected characteristics;
 - there were named contact points in each PCC office for queries; and
 - the names of all organisations that requested funding, and those successful, would be published on completion of the process.
12. To ensure a fair assessment was made across all areas, PCCs had to establish the following as part of their needs assessment:
- if an organisation was currently funded by them;
 - if the organisation had lost income due to Covid-19 (e.g. a planned fundraising event not taking place);
 - if the organisation's existing contracts had been honoured by funders;
 - any additional income connected to Covid-19 that the organisation had received;
 - the organisation's reserve level compared to business as usual (was the organisation using reserves to keep running);
 - what additional costs the organisation had incurred due to lockdown from 24 March 2020; and
 - what anticipated additional costs due to lockdown the organisation expected to have until the end of October 2020.
13. PCCs were also required to ensure DA and SV organisations that provide tailored services for victims with protected characteristics were included when establishing local need, and were proportionately represented within funding allocations.
14. Once a PCC was satisfied that they had undertaken an effective assessment process and met the general conditions, they were required to provide a written statement to the MoJ. The statement had to confirm that the required process had been followed, include proposals for allocating the funding and also indicate whether there would be any underspend.
15. Whilst the MoJ were mindful of the independence of PCC's, in light of their expertise and that of their offices, the Victims' Commissioner and Domestic Abuse Commissioner fulfilled an advisory and oversight role throughout the process.

16. To support due diligence and fraud assessment checks, those organisations awarded funding by PCCs were subsequently required to provide the following additional information:
- their registered address and charity number or company number;
 - copies of their annual report and annual accounts;
 - confirmation of whether receiving support through the Coronavirus Job Retention Scheme and/or the three-month VAT deferral;
 - confirmation as to whether, within the past five years the organisation or any other person with powers of representation, decision or control in the organisation had been convicted anywhere in the world of specified offences – as listed [if yes, further information requested];
 - whether the organisation, by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the UK or the legal provisions of the country in which the organisation is established (if outside the UK), has breached obligations related to the payment of tax or social security contributions [if yes, further information requested].
17. Due to the nature of the funding, the timeline for managing the entire process was short at just over four weeks from the MoJ issuing the relevant guidance to PCCs receiving payment.

KENT ALLOCATION:

18. The PCC was initially allocated £624,000. This indicative allocation was calculated using the population based formula currently used to determine victim grant funding.
19. However, the bids received were in excess of this amount and the MoJ agreed to increase the allocation to circa £640,000 based on the written statement and demonstration of need in the county.
20. The funding was ringfenced for Covid-19 related extraordinary funding, and then ringfenced again for spend on each of the three types of service; the funding could not be moved between types of service pots.
21. The following table shows Kent's indicative and actual allocation of funding across the three types of service:

	Indicative allocation	Actual allocation
DA services already commissioned by the PCC	£312,000.00	£327,978.40
DA services not currently commissioned by the PCC	£156,000.00	£156,402.40
SV services already commissioned by the PCC and those not	£156,000.00	£156,000.01
Total	£624,000.00	£640,380.81

22. Attached at Appendix A is an overview of those organisations that the PCC awarded funding to. In accordance with the funding conditions, [further information and relevant organisation details](#) are available on the Office of the PCC website.
23. The PCC is required to provide a full monitoring end of term report for the Covid-19 extraordinary funding at the end of the grant agreement period, and no later than the 30 November 2020. The MoJ will be providing the reporting template.
24. In August, the MoJ announced that they were rescinding the rule that any spend committed to beyond 31 October 2020 had to be met from the organisations own funds. Funding received through the allocations can now be used for expenditure incurred after 31 October and up to 31 March 2021. No further funding for this period has been provided by the MoJ.
25. The PCC would like to take this opportunity to thank his Partnerships and Commissioning Team for expeditiously and effectively coordinating the process, securing additional funding for Kent and overseeing its subsequent allocation whilst managing their own personal circumstances during the challenging lockdown period.

Organisations awarded Covid-19 extraordinary funding

Organisation	Description	Service Provision	Commissioned by PCC?	Funding allocated
Rising Sun Domestic Violence & Abuse Service	Counselling/IDVA/Hospital IDVA/Advocacy & outreach/children & youth work/adolescent counselling	DA / SV	Yes	£49,779.86
Victim Support	Tailored support for DA and/or SV victims	DA / SV	Yes	£83,138.33
Dads Unlimited	Counselling/Mentoring/Family Court support/Advice & Guidance	DA	Yes	£8,555.09
Choices	Counselling/IDVA/Hospital IDVA/Advocacy & outreach/children & youth work	DA	Yes	£64,366.90
Family Matters	SV therapy – provision of sessional therapists	SV	Yes	£37,004.18
Look Ahead	Support community and refuge responses	DA	Yes	£18,096.22
Oasis Domestic Abuse Service	Phoenix Project: 10-week educational programme for people who have experienced abuse	DA	Yes	£32,427.58
Fresh Visions People Ltd	Individual and family trauma informed counselling for children and adults	DA	No	£59,520.00
Clarion Housing	Remote support for One Stop Shop and Refuge	DA	Yes	£30,482.36
East Kent Rape Crisis Centre	Support for remote working	SV	No	£3,205.00
DAVSS	Tailored holistic wrap around support for victims of DA in West Kent	DA	Yes	£56,489.28
Health Action (HACO)	The Hidden Truth Project: support group for African men in Medway who are victims of DA	DA	No	£10,405.40
Dandelion Time	Running costs & additional delivery of single-family sessions & take home packs to support vulnerable families	SV	Yes	£69,693.76
NSPCC	Letting the Future In: to facilitate remote working between practitioners and children/young people	SV	Yes	£1,934.84
SATEDA	Equipment to set up home working; overtime to meet demand; Zoom licences for remote support; additional clinical supervision; & online chat support service	DA	No	£61,637.00
The Mary Dolly Foundation	Counselling in refuges to support men & women affected by DA	DA	No	£24,840.00
CrimeStoppers	To set up and run an awareness campaign to encourage people to report DA anonymously	DA	Yes	£7,050.00
Restorative Solutions	To respond to increased demand for Adolescent to Parent Violence restorative justice	DA	Yes	£21,755.00
Total				£640,380.80

Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.025.20

TITLE: Extension to the Chief Constables Contract

OPEN **CONFIDENTIAL**

Reason if Confidential:

PURPOSE OF REPORT

To inform the Police and Crime Panel of the decision of the Police & Crime Commissioner to extend the term of appointment of Chief Constable Mr Alan Pughsley QPM.

EXECUTIVE SUMMARY

Alan Pughsley QPM was appointed as Chief Constable of Kent Police in 2014. Under Police Regulations 2003, Regulation 11, Chief Constables can be offered a contract for five years in the first instance, followed by a further three years, and thereafter a 12-month contract. There is no limit to the number of one-year contracts that can be offered thereafter.

In December 2016, Matthew Scott, Police & Crime Commissioner for Kent, extended the Chief Constable's appointment for a further three years to January 2022. In reviewing Mr Pughsley's current contract the Commissioner has decided to offer him three consecutive one-year extensions. This offer has been made and the Chief Constable has accepted. The Chief Constable's current contract runs to the 3rd January 2022. This decision in effect appoints Mr Pughsley as Chief Constable of Kent Police until 3rd January 2025.

CONSIDERATIONS FOR THREE ONE-YEAR EXTENSIONS

In making his decision to offer three one-year extensions of contract to the Chief Constable, the Commissioner took a number of considerations into account:-

- CC Pughsley has shown exceptional leadership of Kent Police since 2014 and has lead Kent Police through some of the most challenging times both financially and operationally.
- Kent Police is embarking upon one of the most significant organisational & workforce change 'Op Zenith'. As this is instructed by CC Pughsley, the Commissioner (PCC) sees the retention of this Chief Constable as critical to the successful delivery of this, ensuring consistency and accountability.
- The CC continues to enjoy the strongest support from his Force and is valued as a leader in Kent.
- During the tenure and leadership of CC Pughsley, HMICFRS have independently assessed Kent Police as progressing from 'Good' to an 'Outstanding' Force. The current gradings of 'Outstanding' 'Outstanding' & 'Good' will in effect be legacy gradings, as the measurement and grading system is about to change. Kent Police is the only force in the country to achieve an 'Outstanding' grading in the category of 'Legitimacy' over a four-year period.
- CC Pughsley retains and has extended is National Portfolio responsibilities in the areas of Officer Safety and Undercover policing.

- CC Pughsley has modernised and equipped his officers and staff to be as efficient and effective as possible.
- CC Pughsley has met all previous financial savings requirements without significant degradation of service to the public.
- CC Pughsley has successfully led on meeting all recruitment uplifts, provided by local tax payers through PCC precepting powers.
- CC Pughsley has led on significant cultural change with the implementation of force wide Culture Boards that receive significant staff engagement and highlighted value by HMICFRS. This cultural change includes personal support for all officers and staff across the protected characteristics through the force support groups and networks.
- CC Pughsley has overseen sustained data quality assurance with regards Crime Recording, the latest HMICFRS grading rated the force as Outstanding.
- The PCC & CC continue to share a joint vision, expressed through the Police & Crime Plan, to cut crime and reduce reoffending and place victims and witnesses at the heart of the justice system.
- Ensures ongoing clarity of leadership for the long-term when considering implications/impact of Corona Virus and EU negotiations.

OTHER LEGAL AND FINANCIAL CONSIDERATIONS

- Precedent was set in June 2018 by Police & Crime Commissioner for Leicestershire when he provided 'five x one-year extensions' to CC Cole. Legal advice received by their solicitors and further supported by our own advice confirms the provision of multiple 'one-year' extensions was legitimate.
- This was tested further with the then Policing Minister Nick Hurd who responded in writing with the following '*...the government believes in importance of local accountability in policing and locally-driven priorities. The appointment or extensions of an appointment for the Chief Constable is properly your decision*' meaning that of the locally elected Police & Crime Commissioner.
- Extending the CC's contract negates the need to run a lengthy and costly recruitment process whilst providing the certainty of leadership to officers, staff and volunteers.
- The terms and conditions that the CC is employed under will not change, and his pay will only increase in line with statutory provisions. As the CC is no longer in the Police pension scheme, this saves a further circa £115,000 in addition to that already saved through the extension of contract in 2016.
- All decisions must be taken in line with the Police Regulations 2003, as amended.

RECOMMENDATION

Not applicable

DECISION

To provide 'three 'x' one-year' contract extensions to the Chief Constable to take his term of office to 3rd January 2025.

Chief Finance Officer:

Comments: The appropriate legal advice has been sought and the reasons for the decision have been clearly articulated so I am satisfied that this is an appropriate decision. The decision enables a financial saving to be made whilst retaining the experience, knowledge and reputation of a highly respected Chief Constable.

Signature:



Date: 21st August 2020

Chief Executive:

Comments: Commissioner, having sought appropriate legal advice and the fact that these exact circumstances have been replicated elsewhere in the country, I am satisfied that this is both a legal and appropriate decision that you can make. The benefits of this appointment are clearly articulated within this decision notice. There are significant financial savings in addition to the retention of a very experienced and highly regarded Chief Constable.

Signature:



Date: 21st August 2020

POLICE AND CRIME COMMISSIONER FOR KENT

Comments:

My decision provides strong and consistent leadership for Kent Police for a further period and will help deliver a safer county for all our urban, rural and coastal communities.

Signature:



Date: 21st August 2020

BACKGROUND DOCUMENTS:

IMPACT ASSESSMENT:

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

The Chief Constable is responsible for supporting the PCC in delivery of the strategy and objectives set out in the Police and Crime Plan.

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
This is an extension of the Chief Constables contract, an administrative process in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.

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By: Joel Cook, Scrutiny Research Officer
Anna Taylor, Scrutiny Research Officer

To: Kent and Medway Police and Crime Panel – 8 September 2020

Subject: Independent members – Term of Appointment

Classification: Unrestricted

Summary: This paper sets out the term of appointment of the Kent and Medway Police and Crime Panel's two independent members and suggests a one year extension to their term to November 2021. This will align with Police and Crime Commissioner election cycle, postponed from May 2020, due to the Coronavirus pandemic.

1. Background

- 1.1 Police and Crime Panels are required to appoint at least two Independent Members. The process of appointment is for each Panel to decide but the aim is to bring additional skills or knowledge to the work of the Panel. The Panel's current Independent Members have been in post for over four years and their terms are due to expire in November 2020. As set out in the Panel's terms of reference, terms should be four years beginning in November to align with the first appointment and allow continuity during elections.
- 1.2 In 2016 the Panel agreed that direct appointments of individuals should be limited to two consecutive terms after which alternative replacements may be directly appointed or may be selected via an open application process, the latter process allowing for application by the incumbent Independent Members. As the current members have been directly appointed for two consecutive terms an application process should now be run to recruit two independent members in advance of the conclusion of the current term.

2. Suggested extension to the terms of appointment of the current Independent Members and related clarification amendments to the Terms of Reference

- 2.1 Following the Government's decision in March 2020 to postpone Local, Mayoral and Police and Crime Commissioner (PCC) elections to May 2021 due to the Coronavirus pandemic the Panel could agree to extend the term of the two current independent members until November 2021 to minimise disruption during and for 6 months after the PCC election. The Panel previously noted that it was positive that the Independent Member terms of office allowed for an overlap whereby the Independent Members terms extended to after each PCC and other local authority elections, providing some Panel Membership continuity.

2.2 If this was agreed an open application process would be held prior to November 2021.

2.3 Amendments to the Terms of Reference are track changed below.

“4. Independent Members sch 6 para 4

4.1 The Police and Crime Panel shall appoint two independent Members for a term of four years. Terms to begin in November to align with the first appointment and allow continuity during elections. Sch 6 para 4. (Term for Panel)

4.2 The Police and Crime Panel may decide whether to fill Independent Member vacancies through either an open application process or the direct appointment of an individual selected to address an identified gap in knowledge, experience or skills.

4.3 Direct appointments of individuals will be limited to two consecutive terms, after which an open application process will be held resulting in either the continuation of one or both of the current individuals' positions or alternative replacements may being appointed.

3. Recommendation

3.1 That the Panel consider and agree the following:

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

Contact: Anna Taylor/Joel Cook

Tel: 03000 416478/416892

Police and Crime Panel Forward work programme (September 2020)**8 December 2020**

Police Complaints update	Statutory requirement	PCC
Victim Satisfaction update	Statutory requirement	PCC
Recruitment update	Requested by the Panel	PCC

4 February 2021

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

17 June 2021

TBC – for discussion with Panel and OPCC.

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 4 March 2020, 1500hrs

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) and Adrian Harper (Chief Executive)

Kent Police: Chief Constable Alan Pughsley 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.

Apologies were received from Deputy Chief Constable Blaker and Rob Phillips (PCC's Chief Finance Officer).

2. Notes of Previous Meeting

The notes from the meeting held on 25 September 2019 were noted as a true and accurate record.

The actions from the meeting were discharged as follows:

- Update on domestic abuse victim satisfaction survey results - reported in item 3 'Safer in Kent Plan' paper.
- Include information on how cash seized under POCA is distributed - reported in item 3 'Safer in Kent Plan' paper.
- Further update on how information received via Crimestoppers is maximised & acted upon where appropriate - reported in item 3 'Safer in Kent Plan' paper.
- Further update on response to HMICFRS report 'The poor relation: The police & CPS response to crimes against older people' - reported in item 4 'Inspections, Audits & Reviews' paper.
- Update on the impact of the national officer uplift - reported in item 5 'People' paper.

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable thanked the PCC and introduced the item, providing a summary of the supporting [paper](#).

The following points were discussed:

Putting victims first

- Hate crime satisfaction was 75%, a slight decrease on the previous period. Areas identified for improvement included timely updates, a desire for more advice and perceived failures in proving cases. The Chief Constable explained the Force would continue to focus on improving the satisfaction level.
- Domestic abuse satisfaction was 88%, a 3% increase on the previous period. 9/10 victims were happy with the way the police handled their case. Positive comments highlighted ongoing support, care for children and understanding from officers. One victim stated that reporting the incident had changed her life.
- Rape victim satisfaction was 95.7%, an increase from 85% in the previous period. Positive feedback was around, support, patience, professionalism, sensitivity and understanding from officers. The Sexual Offence Liaison Officers were referenced as providing key support leading to an increase in positive victim feedback. The dedicated role endorsed by the PCC was proving successful.

- The PCC said it was fantastic to see victim satisfaction levels improving. In relation to victims not supporting prosecution, he asked if the Force had taken steps to identify and understand some of the reasons. The Chief Constable explained that the Force had created a Head of Victim Services to explore this further and ensure best practice was shared. He added that there was and would continue to be training for all staff to reinforce the high standards expected.
- The PCC asked about the monitoring of victim satisfaction with regards the Evidence Based Investigation Tool (EBIT) and Investigation Management Unit (IMU). The Chief Constable explained that accuracy and compliance, including victim satisfaction, was scrutinised at a bi-annual board meeting and at the last three meetings no concerns had been raised or identified. In addition, the PCC was assured that regular daily supervision was in place and the Professional Standards Department conducted regular monitoring to identify themes.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable stated there had been an increase in reported ASB, but incidents relating to public order had decreased.
- Residential burglaries in the last 12 months were down on the previous year from 8683 to 7686. A decrease of 256 commercial burglaries year on year was also reported.
- The Chief Constable outlined the Force response to residential burglaries, adding that the thirteen Community Safety Units across the county reviewed each burglary to determine if, based on an assessment of the victim, further follow-up action was required.
- The development of the Chief Constable's Crime Squad was a direct result of the PCC's precept increase and the Chief Constable highlighted some examples of their great work. He said that in total they had achieved over 1000 positive outcomes and continued to go from strength to strength.
- The Rural Policing Team was discussed by the Chief Constable and he explained that due to various operations, stolen items totalling almost £500,000 had been recovered since January 2019.
- The Chief Constable highlighted the 96.6% crime recording accuracy rate in Kent, the best figure in the country. He said EBIT was now used for various crime types and had proven successful with other forces travelling to Kent to see how it worked and HMICFRS also providing positive feedback. IMU were also identifying linked crimes that had resulted in earlier arrests.
- Commenting on the success of the Crime Squad, the PCC asked if the increase in capacity had enabled additional achievements or predominately swifter justice. The Chief Constable explained some offences had been solved quicker, but they also provided a focused response due to additionality. As an example, he said burglary charges had increased by 35-40% since introduction. Congratulating the Chief Constable, the PCC said the Crime Squad was great news and it was clear more offenders were being brought to justice.
- Acknowledging that ASB had decreased over the previous 4/5 years, the PCC questioned whether there was anything to suggest the recent increase was legitimate or more likely the result of greater opportunities to report incidents and improved recording. The Chief Constable said he believed it was due to greater opportunities to report incidents, including online, and work to improve recording that the Force was focused on.
- The PCC commented on the recently published ONS crime statistics which showed a decrease in knife crime of 2% and overall crime of 3% in Kent.
- The Chief Executive sought reassurance regarding the appointment of a new Deputy Force Crime and Incident Registrar following the previous post-holder's retirement. The Chief Constable stated that the individual had a strong crime background and having received appropriate training was performing the role to ensure delivery of the function was not impacted.

Tackling Abuse, Exploitation and Violence

- On 15 October 2019 a Force wide Standard Operating Procedure (SOP) for Child Exploitation in Kent and Medway was launched. The SOP aimed to ensure a consistent approach.
- The Protecting Vulnerable People (PVP) Command had worked closely with the Change Team to enhance the service provided by the Missing and Child Exploitation Teams (MCETs).
- The Chief Constable highlighted a case to demonstrate the excellent work that was being achieved by the MCETs where a particular child had gone missing fourteen times previously. However, post intervention the child had only gone missing on one occasion. His parents stated that he had changed and with police support was now attending all partner meetings and his school hours were also increasing.
- The Paedophile Online Investigation Team had launched an intensification period to reduce outstanding work. The team had also secured charges and in three cases offenders who had travelled to Kent with the intention of committing sexual offences against children were remanded in custody.

- The PCC thanked the Chief Constable and agreed there had been outstanding work achieved by the Force. He asked about the impact of the presumption of arrest in domestic abuse cases on criminal justice outcomes. The Chief Constable said the main priority was safeguarding and explained that last year there were approximately 840 arrests per month in comparison to 1100 this year. A significant improvement was evident.
- The PCC asked what steps the Force had taken with partners to address Modern Slavery and if officers were confident in utilising the full range of powers to tackle exploitation. The Chief Constable said the Force was getting better and due to the addition of SPOCs and the Prevent and Protect Team it would continue to improve. He added the dedicated Modern Slavery and Human Trafficking Team would also continue delivering great work.

Combating Organised Crime and Gangs

- There were 58 nominals listed as being linked to county line drug supply within Kent and 39 county lines known to be active; Medway had 14.
- The Chief Constable explained there were no home-grown gangs in the County which he said was great news.
- Kent currently had 35 active Organised Crime Groups (OCGs), 17 of which were owned by the Serious Crime Directorate.
- The Chief Constable reported that from 14 June 2019 to 21 February 2020, the following activity had taken place under Operation Eminent, the Force's plan to tackle serious violent knife crime: 2295 arrests, 536 warrants, 3010 stop and searches, 307 cash seizures and 616 ANPR stops.
- Fraud Teams were focussed on safeguarding victims who were predominately elderly and the vulnerable.
- Every courier fraud victim (whether subject of financial loss or not) received a visit from a PCSO offering safeguarding and prevention advice.
- The Chief Constable explained that officers and staff worked closely with the National Fraud Intelligence Bureau to identify the most vulnerable victims in order to ensure they received appropriate safeguarding.
- The Force continued to use the Proceeds of Crime Act (POCA) to seize and retain assets obtained from criminality. POCA distribution to Kent Police was 18.75% for confiscation and 50% for forfeiture.
- Crimestoppers information was received via email or telephone and it was then assessed to determine the most appropriate course of action.
- The PCC asked about the outcomes of stop and searches linked to Operation Eminent. The Chief Constable explained that unless the wording 'Op Eminent' was used on the stop and search record the system was unable to identify them.
- The PCC asked how the limited amount of cash received by the Force under POCA was spent. The Chief Constable explained that most of it was used to fund the Financial Investigators and to provide preventative advice to Kent and Medway residents.

Visible Neighbourhood and Effective Roads Policing

- The Chief Constable stated the 13 Community Safety Units (CSUs) were the neighbourhood policing footprint in each district, providing a named PCSO for all residents. He thanked the PCC for the additionality of funds and highlighted that the Force had kept over 300 PCSOs.
- 82 PCSOs currently had specialist roles covering youth engagement, vulnerable adults and domestic abuse.
- The Chief Constable gave examples of the excellent work undertaken by PCSOs and the positive impact they were having on local communities. He said high visibility patrolling had been a great deterrent and also allowed for a quick response to incidents
- PCSOs were also engaging in school presentations and visits to raise awareness and allow for early intervention.
- The Kent Police Business Crime Strategy had been refreshed and underpinned the Force's commitment to working in partnership with the business community.
- The Chief Constable recognised and praised the outstanding contribution of all Force volunteers including Special Constables, Cadets, Community Police Volunteers and volunteer support staff.
- The Chief Constable reported that Kent was the first force to train Special Constables in the use of Taser, He added that Specials had also been trained as drone pilots and were operating as part of the Rural Team.
- The Chief Constable reported that Kent was leading the way nationally in terms of volunteer schemes and said he hoped to increase the numbers year on year.
- Highlighting the Roads Policing Unit and their work with the Road Safety Team, the Chief Constable said that from 2019 to present the Serious Crash Investigation Unit had investigated 40 fatal collisions and 45 serious injury collisions.
- The PCC asked if the allocation of Town Centre Officers would be reviewed in the future and the Chief Constable confirmed it would be.
- In relation to retail crime, the PCC said retailers perceived the value of goods stolen as a factor in the Force's response and asked the Chief Constable to confirm the policy. The Chief Constable stated this was a myth and that any retail theft was resourced and investigated as appropriate regardless of the value of goods stolen.

Delivering an Effective and Efficient Service

- The Chief Constable advised that in July an internal review was commissioned to better understand mental health demand. This had established an evidence base of what was and was not working and had been used to develop an improvement plan. Work had taken place with the NHS to provide better quality advice to officers, to establish alternative options to Section 136 and to refresh training for all frontline staff.
- The Chief Constable expressed concern at the increased number of Section 136's, stating that he believed by the end of March 2020 the Force could see over 2,000 people being detained under Section 136. He said the NHS needed to provide better support to both those in crisis and Kent Police.
- The Victim Justice Unit had recently received investment to ensure victims and witnesses were always at the heart of the service. The unit was also working closely with the CPS and HM Courts and Tribunal Service and a number of performance indicators were improving, including remand timeliness increasing from 8% on time to 97%, guilty files submitted on time increasing from 6.5% to 84% and the Force rising from 44th nationally for File Quality to 29th. The Chief Constable congratulated all staff and officers for the incredible improvements.
- The Mobile First initiative was outlined by the Chief Constable, providing new smart phones and Apps to help officers perform their role more effectively. Officers in Kent and Essex currently had mobile access to Athena via an application that was built in-house.
- In relation to mental health, the PCC noted that officers, staff and volunteers put vulnerable people at the heart of everything they did and also recognised there was a place for policing. However, he said the demand on the Force was increasing and the amount of time officers were waiting at A&E or for a Section 136 suite to become available was consistently too long. The PCC and Chief Constable agreed that this was not the best use of officers' time and despite the PCC holding the NHS to account through the Crisis Care Board, and the Force holding to account at a strategic level there was simply a lack of progress. The PCC questioned if the only way forward would be to send a bill to the NHS charging for officers' hours. The Chief Constable agreed and said that working within the Public Sector made the subject complex with various projects adopted and trialed in the hope of finding a sustainable solution. He added that ACC Ayling had been trying to address the situation through public sector partnership, but options had been exhausted and a solution was no closer. The NHS needed to provide better care for those in crisis as the police were not mental health care professionals. The PCC agreed and referred to an article he had written two years previously that had proposed the same solution.
- The PCC asked if the Force understood why the level of online crime reporting had decreased. The Chief Constable explained that DCO Drysdale was currently reviewing the system as it appeared some users had experienced difficulties and were automatically logged out which had resulted in them phoning 101 instead.
- The PCC thanked the Chief Constable and all officers and staff for their continued hard work.

4. Inspections, Audits and Reviews

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

The following points were discussed:

- HMICFRS' national inspection on the Police and CPS Response to Crimes Against Older People had been generally positive with Chief Constables receiving four recommendations and one area for improvement (AFI). Kent Police had taken on board all the findings and the service provided to older victims had been enhanced.
- The findings from HMICFRS' inspection of police child protection services in Kent had been published, and the Force was commended for placing child protection as a high priority and a number of areas of good practice identified. The Force received seven recommendations and following the inspection in April 2019 implemented a comprehensive plan to address and improve services.
- HMICFRS' national report 'Shining a light on Betrayal: abuse of position for a sexual purpose' identified five recommendations, with three aimed at Chief Constables. Through investment and technological enhancements, all the recommendations were signed off and closed following reality testing by HMICFRS.
- In October 2019, HMICFRS published their national report 'Keep the Light on – an inspection of the police response to cyber-dependent crime' which involved inspection activity in 10 forces. Kent was not inspected but Chief Constables received one AFI focused on making use of cyber specials and volunteers. The Force has also reviewed all the findings to ensure where improvements can be made, they are.
- HMICFRS' Value for Money profiles showed the Force spent 83% of its revenue budget on front line services and also evidenced significant spend on vulnerability. The DCO explained that in terms of spending on support costs, this meant Kent was the third lowest nationally.
- Recommendations from internal and external audits have continued to be discharged following scrutiny at the PCC and Chief Constable's Joint Audit Committee.

- In relation to the Force Management Statement (FMS), the PCC asked about progress on iteration three. The DCO advised that following receipt of the template, it was positive with all the data now gathered. He said the submission date was 29 May and the PCC and Chief Constable would receive a draft on 4 May, adding that its significance had been embellished through HMICFRS' inspection methodology.
- Referring to the Victim Support report 'Doing better for victims and witnesses with MH problems in Kent' which he commissioned, the PCC asked how the Force was responding. The DCO reported that a programme of activities had been endorsed and an awareness campaign was being monitored through multi agency forums to help ensure victims and witnesses received the best possible service. He added there was strong governance in place and positive results were already evident.

5. People

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

The following points were discussed:

- The DCO reported that in 2019/20, 397 officers were recruited and the Force ended the year 18 over establishment. The national uplift encouraged forces to increase officer numbers sooner and the DCO advised that Kent would receive 147 by March 2021, taking the establishment to 3813 – a record number thanks to both the support and direction of the PCC and Chief Constable. In 2020/21, it was projected that 382 officers would join the Force, but the recruitment plan had flexibility for up to 500 should there be encouragement to over achieve. The DCO believed it was better to scale down, than have to scale up.
- An uplift of 15 PCSOs had been agreed bringing the establishment to 315.
- The DCO said he was pleased with the recruitment plans, adding that the new media campaign had generated 766 applications.
- The Investigate First programme had been successful so far and seemed to be attracting strong quality and diverse applications. There were 40 spaces on the second intake and 133 applications were received. 86 candidates had been successful in progressing to the next stage and the diversity of the pool was strong with 66% female and 9% BAME. The programme had been advertised via Spotify, out of home media and TV resulting in 50% more applications compared to the previous year.
- 22 road shows and 150 surveys had been completed in the most diverse communities across the county. 88% of those completing the survey indicated that the biggest barrier to joining the Force was education level.
- Turnover was higher than desired with 55 officers leaving, some of whom were transferring to the Metropolitan Police. The DCO assured the PCC that the Force was focused on both recruitment and retention.
- Promotions included 3 officers to Chief Superintendent and 9 progressing to the rank of Chief Inspector of which 67% were female. Of the 52 officers successful at gaining promotion to sergeant, 21 were female and 2 BAME.
- The DCO stated that sickness absence was managed well and he had no concerns. A number of health screening processes were in place and occupational health were also working on new initiatives. 1155 individuals had attended the full Feel Well Live Well programme, with a further 587 attending either refresher or taster sessions. The Employee Assistance Programme was in addition to Occupational Health and once again demonstrated the Force's commitment to its staff.
- The PCC asked whether the recently created Crime Prevention PCSO posts were being filled by new recruits or through lateral movement The DCO said it was roughly 50/50, a figure that had been common since developing the specialist roles.

6. Finance

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

The following points were discussed:

- Forecast revenue budget underspend for 2019/20 was £0.4m or 0.1% of the budget. Some challenges such as the motor insurance premium and the additional pay award. Both were welcome but had created additional pressures on the budget.
- Overtime spend was high but the DCO felt it was permissible within the totality of the revenue budget. High recruitment numbers meant they could not all start at the beginning of the year and therefore the decision was made to benefit the public by having police officers present in local communities via overtime spend.
- Complications around both Operation Blythe and Operation Magenta needed to be reconciled by year end.
- With the help of the PCC, the Force had received funding from the government of £1.2m to help tackle knife crime and £1.6m to reduce violence. The DCO advised that significant progress was being made.

- The investment forecast had reduced to 88% delivery against the budget but would roll forward to next year. Ashford Police station renovations had been phased, which meant not as much had been spent, but it would be in the near future.
- The accounts were published on time, the books balanced and the Force remained solvent. CSR savings were £600k short but this equated to the additional pay increase which hadn't been expected. The DCO assured the PCC that all the savings expected would be achieved by year end.
- The PCC agreed that the overspend on overtime was welcome as it had generated additional policing. However, he sought assurances on how it was scrutinised and that the welfare of officers was being monitored. The DCO stated that high earners were monitored and Divisional Commanders were required to approve overtime and responsible for ensuring adequate welfare provisions were in place. To ensure appropriate use of overtime, each division also had an assigned finance officer who monitored the weekly spend.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The Emergency Services Joint Working Board was working well and there had been very positive progress with SECAMB and KFRS locally.
- PEQF remained a priority for the 7 Force Collaboration although implementation had been extended until July 2021.
- The ICT Convergence business case had been delayed until May. The Director of Kent and Essex Support Services continued to lead on the work.
- A new campaign around engagement with secondary school events and truancy sweeps had started.
- Hate crime masterclasses had taken place and the hate crime app had recently been launched.
- The Medway Task Force had been well received and was focused on keeping Medway safe by adopting a multi-agency approach.
- The Rural Task Force had received investment and continued to achieve good results around fly tipping, poaching and hare coursing. The Kent Police Farm WhatsApp group was also proving successful in aiding communication with rural communities.
- The Defence Employer Recognition Scheme Silver Award had been applied for, following the Force's Bronze Award. An Armed Force's Network had also been introduced and was formally opened by the Chief Constable on 6 January. The DCO offered to provide a detailed progress report at a future meeting.
- The PCC asked how collaboration at national level, such as through the Commercial Board and Police ICT Company, was working. The DCO said the ambition for such programmes was to enable cost savings that forces wouldn't be able to deliver locally. The Home Office grants were dependant on proving efficiency and effectiveness and therefore it was necessary to ensure collaboration with such organisations was successful.
- The PCC asked about the Specialist Capabilities Programme and opportunities it presented. The DCO said armed policing had been significant and the Forensic Crash Investigation Unit had moved into the Serious Crime Directorate, recognising the complex scientific processes that were required to achieve ISO accreditation.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted and commended the work of officers and staff in relation to two murder investigations in which convictions were secured without the victim being found. The Chief Constable said that Operation Seven and Operation Evaluate demonstrated the incredible work of the Force.
- The PCC acknowledged the excellent police work and congratulated the Force.

The PCC thanked the Chief Constable and the DCO for their updates and also thanked those present for attending.

Noting that with the upcoming PCC elections this could be his last meeting, the PCC thanked the Chief Constable and the Force for their continued hard work and progress that had been made. He also thanked his team in the OPCC for their efforts and continuous support over the last four years.

Date of next Performance & Delivery Board: 3 June 2020

Draft Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 3 June 2020, 1030hrs

Venue: Virtual (due to Covid-19)

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

Kent Police: Chief Constable Alan Pughsley

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) opened the meeting and thanked everyone for participating and their flexibility. He also welcomed Mr Mike Hill, chair of the Kent and Medway Police and Crime Panel who was observing virtually.

The PCC acknowledged the incredible job that Kent Police had been doing during the national emergency and the commitment from all staff and volunteers. He also thanked the public for their cooperation and compliance.

Apologies were received from Deputy Chief Constable Tony Blaker and Deputy Chief Officer Ian Drysdale.

2. Notes of Previous Meeting

The notes from the meeting held on 4 March were noted as a true and accurate record.

3. Chief Constable's overview

The Chief Constable thanked the PCC and his team and welcomed Mr Mike Hill. He also took the opportunity to thank all of his officers and staff for their hard work during the pandemic.

The Chief Constable explained that he would not follow the listed agenda items but would instead provide an overview that incorporated the relevant elements with a particular focus on the facts and figures from the last 12 weeks.

- Kent Police were operating with the National Police Chief's Council and the Home Office.
- As new government regulations were announced the force was adapting its approach to remain consistent with the guidelines.
- The Chief Constable reiterated that the force was following the British policing model – 'policing by consent' whilst utilising the four E approach - Engage, Explain, Encourage and Enforce.
- To date there had been 5,743 recorded cases of Covid-19 across Kent and Medway.
- Overall crime rates in the county were down by 22% compared to last year.
- Calls to service were down 9%.
- Domestic abuse cases had increased during Covid-19.
- Assaults on officers and staff were up 46%. 80 more assaults on Kent officers and staff had been recorded compared to last year. During the COVID-19 period, a peak had been evident in the middle of March. The joint effort of the PCC, MPs and the force to support officers had resulted in a reduction over the last two weeks. The Chief Constable reiterated that it was not acceptable to assault a police officer and coughing and spitting would not be tolerated.
- 121 Fixed Penalty Notices had been issued to date for breaching COVID-19 regulations.

- 115 COVID-19 tests had been completed on officers and staff, with 17 testing positive for the virus.
- There were currently no officers sick with COVID-19.
- Absence for all staff was currently under 3% and less than last year. With almost 6,700 officers and staff, less than 200 were currently unable to work.
- Kent Police had seen a decrease of 3% in 999 calls and 9% in 101 calls, however Live Chat had increased by almost 200%. The Chief Constable said he wanted to continue to develop the Live Chat facility due to its effectiveness and efficiency in helping to manage demand.
- Year on year demand on the service was -1.6% or 275 less calls compared to the previous year

Finance

- Spending on policing the national pandemic was currently just under £2 million to date.
- This included £1.3 million on personal protective equipment, £172,000 on IT to support and enable staff to work remotely and £270,000 on overtime.
- Had also been a loss of income of circa £850,000 in the training environment. Due to social distancing measures training had been difficult to deliver as efficiently. Driver training for officers only restarted recently and pre Covid-19 allowed four officers in one vehicle, whereas currently only two officers wearing PPE could be in a vehicle.

Project Zenith

- A 2-year programme of work looking at the future working model of Kent Police. It is a collaboration with the PCC to ensure the force works in the most agile and efficient way possible, taking into account learning from the pandemic period. The programme consisted of three workstreams:
 - Efficiency and effectiveness as well as continued delivery of the PCC's Safer in Kent plan.
 - Culture and infinity, concentrating on business processes.
 - Agile working during the national emergency and going forward.

7 Force collaboration

- Four PCCs and Chief Constables, led by Kent, had agreed to a fully convergent ICT programme. Kent, Essex, Norfolk and Sussex had begun working together. The Chief Constable said this would ensure delivery of a better service in Kent.

Performance

- Levels of crime had decreased generally, excluding domestic abuse and anti- social behaviour.
- Crime overall was down 22%.
- The average number of anti- social behaviour incidents between January and March was 2962 incidents. A severe spike was evident in the month of April with 7069 incidents. The vast majority were related to Covid-19.
- Burglary, both domestic and commercial had decreased. Residential burglary compared to last year was down 40%, equating to 260 less victims of crime.
- Business and commercial burglary was down 42%, equating to 117 less offences.
- Kent Police strategy included patrolling highstreets, commercial premises and warehouses to deter criminals breaking into unoccupied businesses.
- The crime squad which was created in February 2019 focused on specific crime types, including burglary. To date, they had been responsible for 364 arrests, 137 search warrants, 520 prisoners and over 1000 charges which had equated to almost 500 years imprisonment.
- Domestic abuse had been increasing prior to lockdown with an increase of 40% or 340 more calls to service. During Covid-19, there had been an increase of 32% or 299 calls to service.
- The operational response from the force had focused on rapid attendance and more safeguarding and arrests.
- A new DA campaign had meant that leaflets and posters had been placed in supermarkets and other open public areas. The campaign had also utilised Facebook to raise awareness and accessibility to support networks for victims. Magnetic posters had also been put onto refuse trucks and police vehicles and 32,000 leaflets distributed to Covid-19 testing stations.

Organised crime

- Currently 32 active crime groups in the county - primarily drugs supply and linked criminality.
- Since January, there had been 57 disruptions of organised crime groups.
- Kent had the highest success rate in the region with 58 criminal justice outcomes against organised crime groups and 13 arrests, 14 charges and 13 convictions.
- In the year there had been 72 investigations into organised crime groups, resulting in the following seizures:
 - 31 kilos of class A drugs
 - 49 kilos of class B drugs

- 7 viable firearms
- Counterfeit currency worth £12m - the largest seizure nationally
- 89 confiscation orders equating to £2.5m
- 133 forfeitures totalling £1.2m
- 322 cash seizures equating to £3m
- In addition, offenders had received sentences totalling 434 years imprisonment.

County lines

- Currently, 72 active county lines in Kent.
- 196 nominals, but 55 people charged between February and March with 127 offences.
- Large amounts of class A, B and C drugs also seized.
- In March 2020, Kent led a nationwide operation in collaboration with the Metropolitan Police and the British Transport Police where 38 warrants were executed, 48 subjects arrested over a two-day period and drugs, firearms and cash seized.
- In March 2020, one arrest led to the seizure of 3 kilos of heroine, other class A and C drugs and phones.

Mental health

- Calls to service and section 136 detentions were down over the last 12 weeks.
- Data showed there were 2230 calls to service in January compared with 2100 in April.
- Section 136 incidents also decreased from 146 to 113, with April seeing a 23% reduction in detentions.
- Safe Havens that were due to open but couldn't due to the pandemic had introduced telephone and online services which Kent Police were linking into.

Recruitment and training

- 502 officers had been recruited - 471 new recruits and 24 transferees.
- Kent's current strength was 3734 FTE officers.
- The recruit plan has flexibility for up 500 more recruits, with 100 per intake.
- Covid-19 had impacted with only 57 of the scheduled 100 in the June intake.
- Due to Covid-19, the SEARCH process and senior interviews had been suspended nationally.
- The next intakes were planned for August, October, January and March where the Chief Constable hoped the planned 100 recruits on each would be achievable.
- The force currently had 286 Special Constables, 377 Cadets, 50 Community Police Volunteers and 200 various other volunteers.
- Development within the organisation had seen 41 successful Sergeant promotions with 16 female applicants, all of whom were successful.
- A Constable to Sergeant process was scheduled to take place in July.
- Kent were the only force to introduce an Inspector to Superintendent progression programme. All four candidates were on track and the Chief Constable hoped that within the next three months the decision could be made to determine if they would be promoted.

Health and wellbeing

- The Health and Wellbeing Hub went live in March. The hub provides support and advice and has had over 4,000 hits on a regular basis and to date 6 virtual wellbeing sessions have been run.

The PCC said he had been outraged by assaults on officers and asked the Chief Constable about the sentences that had been secured and the support available to those officers. The Chief Constable said he was equally appalled by such behaviour, but arrests had sometimes escalated to offenders spitting and coughing at officer's whilst shouting that they had Covid-19 with incidences caught on body worn video. He added one offender had been sentenced to 120-days imprisonment for spitting and coughing at an officer. The Chief Constable also referred to a recent case where an officer had been sprayed in the face with bleach. Fortunately, his glasses had protected his eyes. The offender was charged with GBH. In regard to the support offered after an attack, the impact on the officer, their team and their family were all considered. An individual impact statement was taken from the officer and a force statement signed by the Chief Constable was also submitted. Occupational health support was always offered and the wellbeing of the officer was paramount.

The PCC commented on the increase in domestic abuse cases during lockdown and asked if the Chief Constable anticipated a further increase as lockdown eased, and whether the force would have the resource to manage such demand. The Chief Constable said the demand had already changed with calls for service increasing from 6% to 30%, as offenders gained more flexibility outside of the household. In addition to traditional methods, Live Chat was

being utilised to support victims and ensure the provision of an appropriate response. The Chief Constable stated that the force remained focused on domestic abuse.

The PCC said he was aware that anti-social behaviour in rural areas had increased and referred to various complaints he had received regarding off-road motor bikes and quad bikes. He asked how the Community Safety Units were approaching such issues. The Chief Constable said that resources had been moved in response to Covid-19, but as normality resumed there was an aspiration to develop a PCSO task force which would be designated to resolving local community problems.

The PCC expressed concern for the welfare of staff in relation to Project Zenith, recognising that agility and flexibility through remote working was currently a necessity. He asked the Chief Constable for assurance that staff would have the option of working flexibly with access to a desk if needed along with regular interaction with colleagues and supervisors to avoid isolation. The Chief Constable agreed that retaining the human element was crucial and confirmed the culture of the organisation would not be lost in the project.

The PCC asked if the force was anticipating an increase in online exploitation and abuse as children started returning to school. The Chief Constable said the force was prepared and whilst Covid-19 had meant staff were unable to physically interact with schools, the new schools' unit had not stopped working during the lockdown. 60 individuals were dedicated to working with schools across the county, with officers prepared for any potential increase.

The PCC said the decrease in mental health calls was positive but expressed concerns that the reduction could be due to people not wanting to overwhelm the police during a national crisis. The Chief Constable said the force was currently investigating the decrease.

Further to the update that Covid-19 had impacted on the June intake figures, the Chief Executive sought reassurance that quality applications were still coming in. The Chief Constable said the College of Policing had pushed incredibly hard and a virtual platform would be implemented in July for the national SEARCH process. The number of applicants remained high and the quality exceptional – Kent recruits were regularly achieving 80/90% pass rate. The Investigate First initiative had also successfully helped increase the candidate pool.

The PCC's Chief Finance Officer said funding would be determined by performance in terms of officer uplift this year and hitting the recruitment targets that had been agreed. If the targets were not met, there was a risk of not receiving the payment. The Chief Constable said that recruitment remained a strong focus for the force and it was hoped the July intake target would be achieved.

The PCC offered Mr Mike Hill the opportunity to say a few words. Mr Hill thanked the Chief Constable for the comprehensive report and passed on his congratulations and gratitude to the force for all of their efforts during such a difficult time. He said Kent County Council (KCC) were now working on the Recovery Phase and spending during Covid-19 had required an emergency budget. He added that looking ahead, the overall budget and finances of KCC remained very difficult.

The PCC once again thanked the Chief Constable, Mr Hill and those observing internally for joining the meeting.

Date of next Performance & Delivery Board: 30 September 2020