

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 27th September, 2022, 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 on 03000 416478

Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Oliver Richardson	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill	Kent County 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 Lottie Parfitt-Reid	Maidstone Borough Council
Councillor George Kup	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Nancy Warne	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Mr Mark Hood	Co-opted member – Green Group
Councillor John Burden	Co-opted member – Labour Group
Mr Ian Chittenden	Co-opted member – Liberal Democrat Group
Mrs Elaine Bolton	Independent Member
Mr Gurvinder Sandher	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 16 June 2022 (Pages 1 - 8)

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

- B1 Commissioner's Annual Report 2021/22 (Pages 9 - 34)
- B2 HMICFRS PEEL Inspection Report 2021/22 verbal update
- B3 Police Uplift Programme (Pages 35 - 40)

C - Commissioner's Decisions

- C1 Decision OPCC.D.030.22 - PCC Succession Plan (Pages 41 - 42)
- C2 Decision OPCC.D.031.22 - Appointment of Temporary Chief Constable (Pages 43 - 44)

D - Questions to the Commissioner

- D1 Questions to the Commissioner

E - Panel Matters

- E1 Complaints against the Commissioner - Annual Report 2021/22 (Pages 45 - 48)
- E2 Future work programme (Pages 49 - 50)

F - For Information

- F1 Minutes of the Commissioner's Performance and Delivery Board held on 8 June 2022 (Pages 51 - 60)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Friday, 16 September 2022

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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 Sessions House, County Hall, Maidstone on Thursday, 16 June 2022.

PRESENT: Mr P M Hill, OBE (Chair), Mr G Sandher (Vice-Chair), Mrs E Bolton, Mr I S Chittenden, Cllr A Clark, Cllr G Hackwell, Cllr Mrs J Hollingsbee, Mr M A J Hood, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr H Tejan and Cllr L Dyball (Substitute for Cllr P Fleming)

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

IN ATTENDANCE: Mrs A Taylor (Scrutiny Research Officer) and Mr M Dentten (Democratic Services Officer)

UNRESTRICTED ITEMS

40. Election of Chair

(Item 2)

1. The Scrutiny Research Officer asked for nominations for Chair of the Kent and Medway Police and Crime Panel.
2. Cllr Hollingsbee proposed and Cllr Clark seconded that Mr Hill be elected Chair of the Kent and Medway Police and Crime Panel. No other nominations were received.

RESOLVED that Mr Hill be elected Chair of the Kent and Medway Police and Crime Panel.

41. Election of Vice-Chair

(Item 3)

1. The Chair proposed and Cllr Palmer seconded that Mr Sandher be elected Vice Chair of the Kent and Medway Police and Crime Panel. No other nominations were received.

RESOLVED that Mr Sandher be elected Vice Chair of the Kent and Medway Police and Crime Panel.

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

(Item 5)

No declarations were made.

43. Minutes of the Police and Crime Panel held on 2 February 2022

(Item 6)

RESOLVED that the minutes of the meeting held on 2 February 2022 were an accurate record and that they be signed by the Chairman.

44. HMICFRS PEEL Inspection 2021/22
(Item B1)

1. The Commissioner presented a report which outlined the outcome of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) 2021/22 PEEL Inspection of Kent Police. He explained the purpose of PEEL reports, which among other functions gave Commissioners independent assurance on the performance of their force. The new methodology used for Kent Police's inspection, which analysed 9 areas of policing were outlined and included: crime data recording; preventing crime; treatment of the public; developing a positive workplace; use of resources; protecting vulnerable people; investigating crime; responding to the public; and managing offenders. A breakdown of the force's performance against each of the areas was given, with 6 of the 9 areas rated outstanding, good or adequate. He shared his dissatisfaction that investigating crime, responding to the public and managing offenders were judged as requiring improvement. In response to the Inspection's findings, he outlined his governance and improvement plan, tasked at holding the Chief Constable to account on performance, this included the foundation of a PEEL Oversight Board and an extraordinary meeting of his Performance and Delivery Board, which would be held on 3 November, to scrutinise the effectiveness of the Chief Constable's Improvement Plan. He shared his initial assessment of the issues which had contributed towards the Inspection's conclusions, which were the impact high crime data reporting standards had on capacity and the capability to respond to crime, as well as the impact of experienced officer shortages, particularly apparent with a shortage of experienced detectives. Whilst recognising that the Investigate First scheme would provide a long-term solution to the second issue, he noted that it would take time to see measurable results. He affirmed that some of the issues raised by the Inspection would be factored into the retendering of his victims support contract. Concluding his report, the Commissioner asserted his belief that the areas requiring improvement would be judged adequate when reassessed by HMICFRS later in the year, based on the initial measures put in place and commitment from the Chief Constable.
2. The Chair expressed his disappointment at the Inspection's findings. He recognised that Kent Police had received commendable inspections in previous years and asked for an indication of Kent's performance against other forces. He reminded the Commissioner of the Panel's support for his council tax precept increases, which had been predicated on the expectation that the quality of policing in Kent would improve. He asked for an explanation of the key problems which had contributed to the poor performance outlined in the report. The Commissioner confirmed that he had reviewed all other HMICFRS inspection reports published since November 2021 and noted that the difficulty of balancing crime response and data integrity were national challenges, with most forces struggling to perform highly in both areas. He

reaffirmed that this was attributed to resourcing constraints. He shared examples of individual forces which had performed better in one area over another, linking this trend to the findings of the Kent inspection. It was explained that the response to VAWG, Rural Crime Team, as well as the Chief Constable's crime squad, had been strengthened as a response to the concerns raised in relation to the protection of vulnerable people, crime investigation and response to the public.

3. In response to a question from a Member, the Commissioner confirmed that police staff vacancy rates stood at 6%, down from a high of 9%. He agreed to share further information on this matter with Members following the meeting.
4. The Commissioner was asked what had been done to ensure that Kent Police were proactive rather than reactive when dealing with cases. He explained that of 396 cases identified during the inspection, upon review by Kent Police it was concluded only 1 actually required further attention. He confirmed that concerns with the methodology in this area had been shared with the Inspectorate.
5. A Member asked that the Commissioner pressure the Chief Constable to improve communication with victims of hate crime, to include explaining how and why crimes were dealt with in a particular way.
6. The Commissioner explained, following a question from a Member, that victims had rights under the Victims' Code, which included the right of review. He asked that cases be referred to Professional Standards should Members have concerns over the handling of individual cases.
7. A Member asked why Kent Police's inspection could not reasonably be compared to those of other forces. The Commissioner explained that Kent's inspection used a new methodology which made it difficult to compare it with previous inspections. He noted that Sussex Police were to be inspected under the same methodology and that it would provide a good comparison. Beyond direct inspection comparisons, the Commissioner recognised the importance of comparing Kent to forces of a similar size, such as Staffordshire or Essex, and stressed the need to understand what had been done well by exemplary forces such as Leicestershire.
8. The Vice Chair shared his concerns that the three key areas highlighted for improvement were core policing functions and vital for ensuring community safety. He asked what had been done to reassure communities. The Commissioner agreed that the areas for improvement were central to Kent Police's overall impact. He confirmed that the public could be reassured that there had been an 18% increase in rape prosecutions and that Domestic Abuse Hubs had been set up to protect victims, though he acknowledged that communication of these developments could be improved.
9. A Member asked whether there had been a wider impact on Kent Police's operating capacity as a result of the measures put in place to resolve the

issues highlighted by the PEEL report. The Commissioner reassured Members that combating serious crime remained the priority and that key operations had not been negatively impacted. He added that officers were redeployed across the force on an ad hoc basis to improve resilience.

10. Following a request from the Chair, the Commissioner agreed to provide an interim verbal update at the Panel's next meeting in September.

RESOLVED to note the report and agree to a further written update at the Panel's December 2022 meeting.

45. Draft PCC Succession Plan

(Item B2)

1. The Commissioner explained the requirement to agree a formal succession plan following a Home Office directive. He outlined his proposal for the OPCC Chief Executive to be appointed as acting commissioner, if required. He confirmed that he did not intend to appoint a deputy or delegate any responsibilities whilst in office.
2. Mr Harper gave reassurance that he would, as the statutory Chief Executive, be willing to take on the role of acting commissioner in the event of a Commissioner vacancy or incapacitation, with the express direction and guidance of the Panel until an election.

RESOLVED to agree the draft Succession Plan.

46. Update on Fraud

(Item B3)

1. The Commissioner presented his written update on fraud. He explained the responsibilities of Action Fraud and Kent Police in relation to fraud reporting. He confirmed that Kent had witnessed a 22% increase in fraud reports over the past year. He shared his concerns at the overall impact of Action Fraud, though noted that a significant amount of fraud and cyber crime originated outside of the UK. He explained that fraud reports were not held to same crime reporting standards as other crimes. Kent Police's measures to tackle economic, cyber and fraud crimes in partnership with Essex Police, as a result of Panel support for precept increases, were summarised and included a 22 officer unit which worked alongside the organised crime, cyber crime, financial intelligence and proceeds of crime teams.
2. Concerning accountability, he noted that Commissioners had worked together nationally to identify opportunities to combat fraud and provide victims a better response, with the Association of Police and Crime Commissioners having a national fraud lead. He stated that the current system required reform and explained the possible advantages of a national coordinator and further powers for local forces.

3. Members shared their concerns at the fraud trends on a national and local level as well as the inability to combat and effectively coordinate a response to the issue.
4. A Member asked that the Commissioner press the Chief Constable to improve the police response to fraud carried out by organised crime groups as well as doorstep fraud in progress. Regarding fraud in progress, the Commissioner encouraged members of the public to dial 999. He confirmed that the Community Safety Units (CSUs) monitored local intelligence and trading standards reports to identify and combat organised fraud.
5. The Commissioner agreed, following a question from a Member, that there was scope to include fraud alerts on My Community Voice.

RESOLVED to note the report and request a further update at the appropriate time.

47. Violence Against Women and Girls Inquiry - update
(Item B4)

1. The Commissioner gave an update on the progress of his Violence Against Women and Girls (VAWG) Inquiry. He confirmed that the Inquiry's final report would be published in the coming weeks and that he would use it to hold the wider criminal justice system to account on the issue. In relation to activities over the previous year, he explained that the police response to VAWG had developed in real time, including the implementation of an officer identity verification process, which had been used by members of the public more than 70 times. He thanked victims for sharing their stories at victim focus groups and noted the profound impact their experiences had on the Inquiry. He assured Members that he had urged the force to remind victims of their rights under the Victims' Code. He explained that he supported education schemes with schools, with the aim of addressing perpetrator behaviour. Regarding initial areas for improvement, he noted that preliminary findings had made it clear that more should be done to provide victims with quality updates.
2. Following a question from the Chair, the Commissioner explained that the VAWG Coordinator would be a new role, which was required to join up efforts and prevent duplication across the system. He reassured the Panel that there would be no real term increase in the OPCC budget as a result of the new role.
3. A Member stressed the importance of building public confidence through communicating the outcomes of the justice system and raised concerns that lengthy 101 response times reduced confidence. The Commissioner confirmed that he had urged the Chief Constable to redouble efforts to share outcomes, including the larger picture and overall impact on tackling perpetrators. He agreed that it was important to improve 101 response times as instances of VAWG were often reported this way, including 27% of rape reports. He reassured the Panel that cases were treated equally regardless of how they were first reported.

4. A Member asked for an indication of how diverse the survey respondents were, including a breakdown across different communities and ethnic groups. The Commissioner agreed to share the requested information with the Panel following the meeting.
5. The Commissioner was asked how victims who had difficulties lodging appeals were supported. He confirmed that victim support arrangements were in place and agreed to share further information on provision with Members.
6. The Vice Chair asked whether future updates would address a victim's journey and service consistency across ethnicities. The Commissioner reassured the Panel that he intended on improving victim satisfaction mapping, in order that different crime types and their impact on victims with protected characteristics could be understood.

RESOLVED to note the report and agree to a further update at the Panel's December 2022 meeting.

POST MEETING NOTE: The Violence Against Women and Girls Inquiry report was published on 26 July 2022 and can be viewed on the Commissioner's website (www.kent-pcc.gov.uk/SysSiteAssets/media/downloads/vawg/final-vawg-inquiry-report---kent-pcc-summer-2022.pdf).

48. Decision OPCC.D.029.22 - Legally Qualified Chairs and other members of Police Misconduct Panels

(Item C1)

RESOLVED to endorse the decision to provide indemnity to Legally Qualified Chairs and other members of Police Misconduct Panels until such time as the Home Office finds a national solution.

49. Questions to the Commissioner

(Item D1)

Question 1

Can the PCC explain how he will hold the Chief Constable to account for the appalling response times to answering 999 calls and that the fixation with police numbers is not resulting to service cuts elsewhere within Kent Police?

(Cllr Richard Palmer, Swale Borough Council)

1. The Commissioner responded to the question by confirming that the Home Office had set up a 999 response time league table, which indicated that Kent Police had median and mean response times of 5 and 16 seconds respectively, which were in line with national averages. He reassured the Panel that he had held the Chief Constable to account at the Performance and Delivery Board, with the Chief Constable acknowledging that response times required improvement. He committed to monitor the issue closely. Regarding the Police Officer Uplift Programme, he reaffirmed his support for the Programme and underscored the benefits of increased officer numbers. He stated that he would welcome further funding for staff, in order to reduce the

financial burden on Kent Police, whilst recognising that there was more to be done to reduce non-staffing costs.

Question 2

In his role in holding the Chief Constable to account, can the PCC explain, in light of the estimated £34m budget cuts over the life cycle of the latest Police and Crime Plan, how the Neighbourhood Policing review will ensure that communities will have enhanced policing and PCSO patrols and the ability to prevent, investigate and take speedy action against ASB, crimes and suspected crimes and linked to this how the 101 and 999 call rates can be improved as ASB, crime or suspected crime has become too difficult to report recently and residents have the right to a speedy response and full investigation and feedback with actions of said reports?

(Cllr Shane Mochrie-Cox, Gravesham Borough Council)

2. The Commissioner responded by confirming that he had received assurances from the Chief Constable that the Neighbourhood Policing Review would increase resilience and improve the quality of community policing. He stressed that he considered the maintenance of PCSOs as a fundamental requirement. Concerning efforts to reduce waiting times, he recognised that the force had previously been successful, as a result of him holding the Chief Constable to account, and committed to ensure a similar outcome on this occasion.

50. Future work programme

(Item E1)

RESOLVED that the work programme be noted.

51. Minutes of the Commissioner's Performance and Delivery Board meeting held on 16 March 2022

(Item F1)

RESOLVED that the minutes of the Performance and Delivery Board held on 16 March 2022 be noted.

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To: Kent and Medway Police and Crime Panel

Subject: Annual Report 2021/22

Date: 27 September 2022

Introduction:

1. Attached at Appendix A is the Police and Crime Commissioner's (PCCs) Annual Report for 2021/22.
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 2021 and 31 March 2022 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 2021/22; and
 - reports on the number of deaths and serious incidents in Kent Police custody suites².

Statement of Accounts 2021/22:

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 PCC and for the Group as a whole.
5. There is no statutory requirement for the Statement of Accounts to be presented to the Police and Crime Panel. However, the financial information contained within the PCC's Annual Report is taken directly from the narrative foreword to the accounts. For Members' information, please find below the Chief Finance Officer's (CFO's) update on the current progress for the completion of the Statement of Accounts for 2021/22.
6. The production of the Statement of Accounts for 2021/22 has gone well. The complexities of producing a large document of interconnected financial information is no small feat and the continued challenges of Covid; a number of significant vacancies within the Force Finance Team; alongside dealing with the current year budget have all provided complications during the closedown process.
7. The extended deadlines for publishing the draft and final accounts were retained for this year meaning that the draft accounts had to be published by the end of July 2022. We made our draft accounts available for public inspection on 1 July ahead of the statutory deadline and in line with the previous year. Ernst and Young (EY), who are our external auditors have completed their initial audit work in line with expectations.
8. EY still have further work to undertake but shared their draft Audit Results Report at the Joint Audit Committee (JAC) on 20 September. At this stage the report states that EY are expecting to issue an unqualified opinion on the accounts for 2021/22. There have been no material misstatements or errors that have required correction and EY have provided a positive value for money opinion. We still have to wait for the audit of the Pension Fund operated by KCC, the timing of which sits outside of our control, but it is hoped that this will be completed ahead of the final sign off at the end of September.

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'.

9. Due to the unknown timing of the Pension Fund audit, there is a risk that sign off may not occur in September, however, we should be able to complete the process by 30 November which is the deadline for publication of the audited Statement of Accounts.
10. Both CFOs are pleased at how well the accounts and audit have progressed this year despite numerous challenges and competing demands. This is down to the fantastic cooperation between the Force Finance Team and EY who have continued to work effectively together.
11. The draft Statement of Accounts were scrutinised by the JAC at their meeting on 17 June 2022 ahead of publication. The audited Statement of Accounts, Audit Results Report and details of the changes between the draft and final audited accounts are scheduled to be discussed and scrutinised at a future JAC meeting.

Recommendation:

12. The Kent and Medway Police and Crime Panel is asked to review and comment on the Annual Report.

2021 - 2022

Annual Report

Page 11

Appendix A

Contents

Commissioner's Introduction	2
Safer in Kent: The Community Safety and Criminal Justice Plan	3
My priorities for the Chief Constable to deliver:	
• Put victims first	4
• Fight crime and anti-social behaviour	4
• Tackle abuse, exploitation and violence	4
• Combat organised crime and gangs	4
• Provide visible neighbourhood policing and effective roads policing	5
• Deliver an efficient and accessible service	5
My commitments:	
• Hold the Chief Constable to account for the delivery of Kent Police's priorities	6
• Enhance services for victims of crime and abuse	7
• Commission services that reduce pressure on policing due to mental health	12
• Invest in schemes that make people safer and reduce re-offending	12
• Make offenders pay for the harm that they have caused	13
• Actively engage with residents in Kent and Medway	13
Opportunities for the future:	
• Calling for more criminal justice powers for Police and Crime Commissioners	15
• Lobbying for a fairer funding settlement for Kent	15
• Further collaboration with other organisations	15
• Oversight of the police complaints process	16
• Developing new crime prevention and diversion practices	16
• Backing volunteering	16
Ministry of Justice Grant for Victim Services: Funding Recipients	18
Key Financial Information for 2021/22	19
Independent Review of Deaths and Serious Incidents in Police Custody	22
How to contact me	23

Commissioner's Introduction

Welcome to my Annual Report which looks back at the 2021/22 financial year, my sixth year in office. Naturally I was delighted to be re-elected for a second term in May 2021 and remain humbled by the faith residents have placed in me to deliver on their behalf.

As Covid restrictions started to ease, society returned to a semblance of pre-pandemic 'normal'. However, it is not lost on me that throughout the last two years, the police have put the needs of others first and worked tirelessly to keep us safe. I would like to thank them for their relentless commitment and hard work.

Thanks to your contributions via the council tax precept, and the Government's national officer uplift programme, there are now more police officers than ever before in Kent. At the end of March 2022, Kent Police had 3,967 officers working together to tackle crime and protect the most vulnerable. This is 785 more than when I came into office.

However, I am very conscious of the effect the war in Ukraine is having on the economy, and the subsequent impact on budgets – both for households and the public sector. I will always do my best to ensure that Kent taxpayers get value for money for the contributions they make, and I will work with both Kent Police and the Government to help mitigate the cost pressures that policing faces.

Sadly, in April 2021, Kent Police lost one of their own following the horrific murder of PCSO Julia James. I would like to offer my sincere condolences to her family, friends and colleagues – she will never be forgotten. I would also like to pay tribute to all the officers, staff and volunteers, including those from other forces, for their meticulous work which resulted in the offender being brought to justice.

Nationally, the policing conversation centred on violence against women and girls. As a result, I launched my own inquiry to understand the extent to which such crimes were committed in Kent and what more could be done to prevent and tackle them.

In holding the Chief Constable to account, I focused on ensuring the public received the service they expect in their time of need. For example, I pressed on neighbourhood policing, call handling, criminal justice outcomes and investigations, areas where HMICFRS and general performance showed improvement was required.

With the support of my office, I was successful in securing over £3.2m of additional funding. This enabled me to provide further support to victims of sexual violence and domestic abuse, to help organisations manage the increased demand due to delays in the justice system, and to initiate domestic abuse and stalking perpetrator programmes.

As Chair of the Kent Criminal Justice Board, one of the biggest challenges is the backlog in cases following the pandemic. Despite efforts by criminal justice partners and engagement with Ministers, caseload numbers remain unacceptably high. Victims and witnesses should not have to wait months, or years, for their case to be heard in court.

Lastly, I would like to thank every Kent Police officer, Police Community Support Officer, member of staff and volunteer for their tireless efforts during 2021/22. My thanks also to the staff in my office for their hard work and 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.

On 1 April 2017, I published my 'Safer in Kent: The Community Safety and Criminal Justice Plan - April 2017 to March 2021'. It set 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.

Ordinarily my first term of office should have run to May 2020 when elections were due to take place. However, there was nothing ordinary about 2020 and due to Covid, the elections were postponed eventually taking place in May 2021.

As a result I decided my Safer in Kent Plan would continue for a further year to March 2022.

To ensure it still reflected the concerns of people living within the county, my fifth Annual Policing Survey ran from 1 December 2020 to 7 January 2021. Hosted on a third-party platform, Smart Survey, it was primarily made available online and shared through social media including a platform called 'NextDoor' which gave access to the 220,000 verified Kent residents.

A total of 3,276 responses were received and the following is a precis of the results:

Q6. How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)

- Respondents across Kent and Medway felt 7.0/10 safe where they live (2019 = 6.4 / 2018 = 6.5)

Q7. Have you been a victim of crime in Kent in the last year?

- 15.9% of respondents indicated 'Yes' (2019 = 19.7% / 2018 = 23.3%)

Q8. If so, how satisfied were you with the service Kent Police gave you? (1 = very unsatisfied / 10 = very satisfied)

- On average victims rated the service received from Kent Police 4.3/10 (2019 = 4.5)

Q11. Which of the following issues do you feel are the most important?

- Respondents could select up to six issues from a pre-defined list of 22; the top five were:

1. Anti-social behaviour
2. Gangs and County lines
3. Child sexual exploitation
4. Knife crime
5. Burglary

Q15. Kent Police is recruiting more officers; what issues do you think they should focus on?

- Respondents could select up to four areas from a pre-defined list of nine; the top four were:

1. Preventing crime & anti-social behaviour
2. Neighbourhood policing
3. Targeting gangs and organised crime
4. Investigating crime

Q16. Would you support an increase in your council tax of £1.25 per month?

- 75.1% of respondents indicated 'Yes' and 24.9% 'No'

The survey formed only one element of the consultation; it also took account of correspondence received by the OPCC, feedback from engagement events, emerging local threats and national guidance.

Minimal changes were made to the plan and only where absolutely necessary. For example, the 'Introduction and context' was amended and the 'Lobbying for a fairer funding settlement for Kent' commitment was updated to reflect the UK had left the EU. The 'Resources and Medium Term Financial Plan' section was extensively re-written to take account of the latest financial information.

Importantly, the consultation showed that it remained 'fit for purpose' and the top five issues respondents felt were most important were consistent with previous years and already reflected in it (see Q11).

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 2021.

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

The following is an overview of the plan's structure.

Leadership

Strong ethics, transparency and integrity at all times.

Guiding principles

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

My priorities for the Chief Constable to deliver:

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

My commitments as PCC:

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

Opportunities for the future:

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

My priorities for the Chief Constable to deliver

Considering the enormity and complexity of policing across the county, from numerous possible options, the following have been selected to illustrate how the Chief Constable has delivered on my priorities.

• **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 report.

- The force sensitively conducts three satisfaction surveys - with victims of hate crime, domestic abuse and rape.

	April to March	
	2021/22	2020/21
Overall satisfaction of hate crime victims	87.4%	80.7%
Overall satisfaction of domestic abuse victims	89.2%	88.0%*
Overall satisfaction of rape victims with being treated fairly	90.8%	87.7%

*In April and May 2020 no surveys were conducted due to Covid

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

Crime and anti-social behavior are issues 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.

- Formed in February 2019, the Chief Constables' Crime Squad is a dedicated team of 32 officers who investigate linked offences of burglary and robbery. In 2021/22, the team executed 145 warrants, made more than 240 arrests, laid in excess of 550 charges and secured over 400 years in court sentences.
- Launched in 2020/21, the Problem Solving Task Force consists of 24 PCSOs who work with CSUs and partners to take enforcement action, make environmental improvements and provide visible policing in areas with long term embedded problems. The team worked across the county, including a deployment in Canterbury which resulted in the following:
 - 84% reduction in reported crime in St Stephens Ward
 - 89% reduction in reported crime on the University campuses
 - 93% reduction in reported crime in Wincheap
 - 92% reduction in reported crime in Sturry Road Ward
 - 77% decrease in assault calls
 - 86% decrease in drug related calls

• **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.

- Formed in April 2020 and consisting of 32 investigators, the dedicated County lines and Gangs Team has reduced the number of County lines operating in the county and achieved the following results:
 - 341 arrests;
 - 212 warrants executed
 - 414 charges laid
 - 113 weapons seized
 - 63 years in court sentences
- Knife crime continued to be a focus with a broad range of enforcement activity yielding the following results:
 - 4,290 arrests
 - 381 warrants executed
 - 5,467 stop and searches
 - 889 ANPR stops
 - 608 cash seizures
 - 3,272 drug seizures
 - 1,777 weapons seized

• **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 to keep the county safe.

- The Serious and Organised Crime Team has continued to relentlessly target crime groups achieving the following results:
 - 102 arrests
 - 87 warrants executed
 - 46 charges laid
 - 122.5kg of class A drugs recovered
 - £1,048,545 cash seized
 - 294 years in court sentences
- The Serious Crime Directorate undertook an investigation related to the importation of cocaine from Europe into the UK before being distributed around Kent and South East London. All members of the crime group were arrested resulting in the seizure of 10 high value vehicles, 15 high value watches, large quantities of cocaine and amphetamine as well as £850,000 in cash.

- **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.

- In addition to face-to-face engagement and traditional social media, the force launched 'My Community Voice' in October. With over 6,000 members of the public signed up, it enables officers to target updates at street, Ward or District level and the public to choose exactly what information they receive and how. Most significantly it allows two-way dialogue so the force can identify and respond to the issues that matter most.
- Kent has 6,126 miles of roads and 204 miles of motorways; the force focuses on the fatal four - tackling speeding; substance misuse; seatbelt offences and mobile phone use - as well as other threats The Roads Policing Unit operates 24/7 across the county and undertook the following enforcement activity:
 - Speeding 4,042
 - Seatbelt 1,010
 - Mobile phone 988
 - Traffic Offence Report (other) 6,797
 - Graduated Fixed Penalty Notice 1,634
 - Other process 549

- **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.

- Kent Police has commenced a project to rationalise its estate. This includes a decision to sell Sutton Road, Maidstone with the Command Team moving to Northfleet and other departments being relocated. Collaborative opportunities with partners are also being explored and progressed where they deliver financial savings and / or an improved service. The project will deliver a significant reduction of 190,000 sq. ft. in space used with targeted savings in excess of £2m per annum for reinvestment into frontline policing.
- Kent Police's use of Section 136 of the Mental Health Act to detain individuals suffering a mental health crisis has been decreasing since December 2019. With over 400 less detentions, the force has focused on improving the partnership response to ensure those in crisis receive a first-class service. This significant step change means less vulnerable individuals are being detained by police officers, there is a reduced burden on the police and partners, but more importantly, interventions are taking place with the right service at the right time.

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.

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: dynamic & risk-based; takes account of, & has due regard for each parties distinct role	
Informal Interaction (Daily)	Spontaneous discussions between the OPCC & Kent Police.
Joint PCC & Chief Constable Briefing (Weekly)	A closed briefing which enables dialogue & discussion on a routine frequent basis.
Performance & Delivery Board (Quarterly)	Held in public & enables me to formally hold the Chief Constable to account for delivery of the priorities & related matters.
Joint Audit Committee (Quarterly)	Combined committee with Kent Police. Scrutinises internal processes, spending & risk management policies.
Kent Police Culture Board (Quarterly)	A Chief Constable chaired meeting, but I have a standing invitation. Continues development of a culture consistent with the Mission, Vision, Values & Priorities.
Kent & Essex Collaboration Oversight Meeting (6 monthly)	Co-chaired by myself & the Essex Police, Fire & Crime Commissioner. Keeps collaboration under review & holds both Chief Constables to account.
Complemented by: <ul style="list-style-type: none"> • The OPCC conducting checks / audits • Feedback from Independent Custody Visitors • My completion of the Chief Constable's PDR • Regular meetings with public bodies & inspectorates • Objective assessments by HMICFRS 	

As one of the principle ways I hold the Chief Constable to account, Performance and Delivery Board meetings were held on 30 June, 8 September, 1 December and 16 March 2022. Whilst the 30 June meeting was virtual, the remaining meetings were physical and broadcast using Teams Live, allowing members of the public to observe proceedings in 'real-time'. Video clips from each meeting were also published on the OPCC website.

Focused on delivery of my Safer in Kent Plan, examples of topics discussed include:

Crime and anti-social behaviour (ASB): Compared to the previous year, in 2021/22 the force recorded a 10.3% increase in victim-based crime (14,436 more offences). This was predominantly driven by increases in violent crime (10.1%), sexual offences (22.5%) and theft offences (15.9%).

I am reassured however that many of the increases were a result of the previous year (2020/21) seeing particularly low levels of crime due to Covid and Government restrictions.

In 2021/22, Kent Police recorded a 42.7% decrease in ASB incidents compared to the previous year, equating to over 24,275 less incidents across the county.

Call handling: In 2021/22, the number of 999 emergency calls received by Kent Police was 354,887, an increase of 38,957 on the previous year. The number of 101 non-emergency calls received was 360,181, a reduction of 14,508.

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

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

Officer recruitment: Through the Government's national uplift programme and funding raised through the Council Tax precept, the force continued to recruit police officers in 2021/22.

Whilst some of those recruited replaced officers that left during the year, officer strength (i.e. actual number of officers) as at 31 March 2022 stood at 3,967 Full Time Equivalent (FTE)¹. This is 187 more officers than at the end of March 2021.

The deployment of officers is always a matter for the Chief Constable and he has made it clear that it will be based on three principles - visibility, vulnerability and public contact. The increase in officers means that local communities are served by a network of dedicated resources who work with partners to tackle priority local issues.

Kent Police now has the highest number of officers in its history and 785 more full-time officers than when I came into office in spring 2016. This 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.

Violence Against Women and Girls (VAWG): The 8 September meeting focused specifically on this topic, with the force providing a paper and giving a presentation on how VAWG was reflected in its work. Following the murder of Sarah Everard and subsequent public conversation on the safety of women and girls, it was important to understand how the force and partners were tackling issues such as domestic abuse (DA), stalking, rape, exploitation and public space safety.

The information presented at the meeting also informed my own VAWG Inquiry which commenced on 4 August.

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

¹ [Police workforce, England and Wales: 31 March 2022](#)

• 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.

Within my office I have a dedicated Commissioning Team who are responsible for commissioning services, issuing grants and managing contracts. They are also responsible for attracting additional funding through successful bid writing. I also have a dedicated Victims hub in Ashford - Compass House - which houses a number of services enabling closer working and a more joined up approach to delivering services to victims.

Funding

My yearly commissioning budget consists of approximately £2.1m from the Ministry of Justice (MoJ) to deliver services to support victims. I match funding this with £2.1m of my own budget to support delivery of services related to crime, disorder and ASB.

During 2021/22 several additional funding streams were offered by the Government and my team worked hard to ensure Kent and Medway got its fair share to enable new and existing services to be delivered. Overall, my team were successful in securing additional funding of over £3.2m. This brought the total commissioning budget for 2021/22 to just over £7.4m.

Despite the ongoing challenges of Covid and increased demand on all commissioned services, they continued to respond and quickly adapt delivery models resulting in impressive outcomes.

Victim Services

Victims Specialist Services (VSS)

I set aside £250,000 to fund organisations that provided specialist support to victims of crime, these

range from trauma counselling to therapeutic support for families. These services were complementary to the core victim services contract that I fund and ensured enhanced support was available for specific groups or those with a specialist need.

The organisations funded were:

- Choices Support (£31,308) - Jigsaw Hate Crime Project, provided intensive support to victims with learning disability, mental health and autism.
- Dads Unlimited (£30,000) - 1 to 1 Mentoring Service, supported men to rebuild their lives following domestic / emotional / financial abuse.
- Dandelion Time (£30,000) - a therapeutic service for children and families affected by domestic and sexual abuse.
- DA Volunteer Support Services (DAVSS) - Support to Court Service, supported DA victims to engage with civil and criminal court processes (£16,800); and support for male victims of DA (£4,880).
- Rising Sun and Choices (£45,029) - supported adolescents who had experienced DA within their home.
- Sign Health (£41,785) - Delivered Sign Hope, a bespoke counselling programme for deaf or hearing-impaired victims impacted by domestic and sexual abuse.
- Rubicon Cares (£50,000) - delivered 1 to 1 trauma counselling for victims of crime.

Outcomes achieved include:

- Choices Support supported 33 service users with 93.9% reporting improved health and well-being.
- Dads Unlimited received 181 referrals, a 43% increase on the previous year.
- Dandelion Time supported 30 children and their families with 86% reporting increased feelings of safety and better informed.
- DAVSS Support to Court Service received 796 referrals. They provided 2,812 pieces of legal advice, 142 pro bono solicitor appointments, 98 Mackenzie friends and supported 134

molestation orders, 10 prohibitive steps orders and 46 child arrangement orders.

- DAVSS male support service received 92 referrals with clients showing improvements in their mental health and well-being.
- Rising Sun received 160 referrals with the project helping the young people to better understand toxic, coercive control in relationships and how to spot the warning signs.
- Rubicon Cares received 152 referrals with 190 clients being supported.

MoJ Independent DA Adviser (IDVA) and Independent Sexual Violence Adviser (ISVA) Funding

The MoJ made funding available for additional IDVAs and ISVAs. This funding was in recognition of the increased demand for sexual violence and DA support, particularly during the pandemic, but also the issues with the criminal justice system which saw victims requiring greater and longer-term support. Following my engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £657,313 being awarded to Kent. This funding enabled an additional 18.5 IDVAs and 2 ISVAs to be recruited.

The services funded were:

- Dad's Unlimited (77,699) - 1 IDVA and 1 IDVA Manager to support male DA victims.
- East Kent Rape Crisis Centre (£59,746) - 1 IDVA and 1 Child and Young Persons Mental Health ISVA.
- Family Matters (£33,872) - 1 ISVA Manager.
- Kent & Medway NHS Trust (£34,107) - 1 IDVA for those accessing secondary mental health support.
- Kent Integrated DA Service (£133,333) - 4 IDVA's to increase capacity in the countywide DA contract.
- New Leaf Support (£44,145) - 3 IDVA's to support DA victims in Sittingbourne.

- Oasis (£35,575) - 1 IDVA to provide additional capacity within the Medway Integrated DA Service.
- Rising Sun (£116,574) - 3 IDVA'S to provide additional capacity to DA victims, their children and families.
- SATEDA (£67,014) - 1 Co-ordinator, 1 Adult Caseworker and 1 Child Caseworker to provide additional capacity to support DA victims in Swale.
- Sign Health (£61,920) - 1 IDVA and 1 Children and Young Person IDVA to provide support in sign language to hearing impaired victims of DA and sexual violence.
- East Kent Rape Crisis Centre (£68,800) - Dedicated ISVA to work with students impacted by sexual violence.
- Family Matters (£68,800) - Dedicated ISVA to work with young people impacted by sexual violence within gangs and County lines.

MoJ DA and Sexual Violence Uplift Funding

The MoJ made funding available to secure additional community-based DA and sexual violence services. This funding was in recognition of the increased demand for sexual violence and DA support, particularly during the pandemic, but also the issues within the criminal justice system which saw victims requiring greater and longer-term support. Following my engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £441,525 being awarded to Kent.

This enabled the following services to be delivered:

- Advocacy After Fatal DA (£12,660) - to support families bereaved by suicide after DA.
- Dads Unlimited (£25,197) - to fund a staff member for 1 to 1 mentoring of male DA victims.
- Dandelion Time (£23,225) - to provide additional therapeutic services for children and families affected by domestic and sexual abuse.
- DAVSS (£17,616) to support the provision of a helpline manager for DA victims.

- East Kent Rape Crisis Centre (£11,040) - to provide 2 family practitioners to support families of sexual violence victims.
- Family Matters (£40,000) - to provide additional therapy sessions to victims of sexual violence.
- Fresh Vision (£22,264) - to help with the provision of a DA trauma informed counsellor.
- Health Action (£15,480) - to support the Hidden Truth Support Group for African male DA victims.
- Kent Integrated DA Service (£72,665) - towards staffing costs of outreach workers to support victims of DA.
- Mankind (£8,000) - contribution towards the Virtual Pattern Changing course staffing costs to support male DA victims.
- Mary Dolly (£32,400) to support delivery of remote tailored trauma counselling.
- Medaille Trust (£17,564) - contribution towards a Family Activity Co-ordinator and a sessional worker for victims of DA and sexual violence.
- NSPCC (£10,000) - to provide additional Letting in the Future trauma therapy sessions for children and young people.
- Oasis (£26,236) - provision of an additional IDVA to support the Medway Integrated DA Service.
- Restorative Solutions (£33,750) - to continue delivering the Adolescent to Parent Violence project.
- Rubicon Cares (£19,366) - to provide trauma informed counselling for victims of sexual violence and extend the opening hours of their helpline.
- Salus (£30,000) to support delivery of a structured, evidenced DA and resilience programme for children and young people.
- Victim Support (£24,062) - contribution towards supporting the Stalking Advocacy Service.

Outcomes achieved include:

- Dads Unlimited supported 133 victims resulting in them feeling better informed and empowered.
- DAVSS helpline doubled its opening hours and received 1,063 calls from victims.

- East Kent Rape Crisis Centre saw 98 victims supported through the funding with 86% reporting improved health and well-being and 100% feeling better informed and empowered.
- Fresh Vision supported 12 victims through 1 to 1 sessions, systemic therapy, group therapy and attachment sessions.
- Heath Action supported 84 victims; the project also reduced prevalence and acceptance of DA on African males through awareness campaigns.
- Mary Dolly supported 92 victims with 100% reporting improved health and well-being.
- Medaille Trust supported 24 females in a safe house who were victims of sexual abuse, human trafficking and modern slavery.
- Salus supported 25 victims with 84% reporting improved health and well-being and 88% feeling better informed and empowered.

MoJ Critical Support Fund

The MoJ made further funding available to support exceptional or additional needs of DA and sexual violence community-based services. Following engagement with service providers I was able to develop a strong evidence-based bid, which resulted in an additional £151,036 being awarded to Kent.

This enabled the following services to be delivered:

- Clarion Housing (£26,115) - to support a new staff member for victims of DA and provide a telephone / video helpline with interpreters for those whose first language was not English, including BSL.
- Innovating Minds (£30,000) - to train professionals on the Healing Together programme.
- Rising Sun Domestic Violence and Abuse Service (£17,539) - to support a 12-week counselling programme for female victims of DA and sexual violence.
- Rubicon Cares (£21,788) for specialist 1 to 1 trauma counselling and helpline support.
- SATEDA (£20,206) - contribution to the Support to Court project for DA victims.

- Victim Support (£35,388) - contribution towards a Stalking Officer and Team Leader.

Outcomes achieved include:

- Innovating Minds trained 44 professionals within educational and community settings to deliver the Healing Together programme, a 3-day training programme to support children aged 6-16 impacted by trauma and abuse.
- Rising Sun Domestic Violence and Abuse Service received 306 referrals and reported an increase in demand for counselling.
- SATEDA supported 335 female victims to apply for protective orders, occupation orders, prohibitive step orders and child arrangement orders.

MoJ Covid Response Fund

Following on from the Critical Support Fund, the MoJ recognised the increasing risk to DA and sexual violence services due to Covid. As a result, they released this emergency Fund. Following detailed engagement with service providers I developed a strong evidence-based bid, which resulted in an additional £67,491 being awarded to Kent.

This enabled the following services to be delivered:

- Advocacy After Fatal DA (£1,500) - to provide resilience while staff were absent due to sickness.
- Clarion Housing (£5,500) - to cover the costs of deep cleaning and Personal Protective Equipment (PPE) for women's refuges.
- Dads Unlimited (£8,500) - to help with staffing costs to support male DA victims.
- Dandelion Time (£3,000) - to help with extra staffing costs to provide therapeutic services for children affected by trauma.
- DAVSS (£9,036) - to help with staffing costs to support victims of DA.
- Health Action (£2,500) - to fund PPE, extra counselling sessions and help with staffing costs to support African male DA victims.

- Mary Dolly (£4,400) - to provide additional counselling sessions and clinical supervision for therapeutic support for children and their families.
- Oasis (£800) - to cover additional cleaning costs required to support victims of DA.
- Rubicon Cares (£10,000) - to cover the demand in referrals for trauma counselling.
- SATEDA (£2,000) - to provide additional support for the Support to Court project for DA victims.

Outcomes achieved include:

- Advocacy After Fatal DA supported 4 families with 90% of clients feeling their support outcomes had been met.
- Dads Unlimited supported 45 victims with their 1 to 1 mentoring service. A wrap around trauma informed service for male victims of DA was also provided.
- Health Action supported 84 male DA victims.
- Mary Dolly provided 88 additional counselling sessions for 11 children.
- Rubicon Cares provided specialist 1 to 1 trauma counselling to 115 victims.

MoJ Male Rape Support Fund

The MoJ made funding available to deliver specialist support to men and boys who had experienced rape or sexual abuse at any point in their life. I worked collaboratively with two specialist service providers, East Kent Rape Crisis Centre and Family Matters, to develop an evidence-based bid. As a result, Kent was awarded £31,504 to deliver increased capacity within the two services. The funding also enabled engagement and research to be undertaken with males to understand the barriers to seeking support and the services needed. This work will help inform my future commissioning decisions around male support services.

Victim Services Contracts

I have several contracts with providers over at least three years for essential victims' services. The contracts were commissioned at different times and are subject to performance and contract

management by my team, including formal monthly and quarterly meetings.

Victims Support (£1.1m)

I continued to fund my core Victim Referral service provided through Victim Support. This service enables victims to seek help and support regardless of whether they have reported the crime or not.

Over 109,567 referrals were received during 2021/22 with 92% of victims being satisfied with the service. This contract also includes funding for a Stalking Advocate and a Hate Crime Advocate.

Restorative Justice (£0.2m)

Restorative Justice can be a very powerful tool 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.

Independent Sexual Violence Advisor Service (£0.45m)

My ISVA service supports victims of rape and sexual violence and is run by Family Matter. They received nearly 1,517 referrals with 60% of those completing the distance travelled survey indicating improved health and well-being.

Crime Reduction Projects

Violence Reduction Fund

This was borne out of my 2018 Violence Reduction Challenge that looked at the nature of violent crime in Kent. One of the recommendations was to allocate part of my commissioning budget for early intervention and diversion.

As a 3-year fund this was open to statutory organisations, voluntary groups and charities.

The following organisations received their last funding allocation in 2021/22:

Organisation	Project Brief	Amount
Total Insight Theatre	My Choice Matters: A 60-minute drama performance about knife crime for young people aged 12-15.	£9,507
Crimestoppers	Fearless: Educating 11-16-year-olds by increasing their awareness of weapons, street crime and child sexual exploitation.	£35,000
Rising Sun	Guiding Lights: Support for girls aged 11-16 at risk of child sexual exploitation or being in coercive and controlling relationships.	£35,000
Forward Trust	Mentoring programme for clients accessing their East Kent Community Drug and Alcohol Services.	£34,780
Uprising Youth & Community	Knife crime awareness campaign in East Kent aimed at reducing violent crime through engagement with young people, parents and communities.	£32,000
Folkestone Youth Project	The Shed: Social, emotional and physical support for young people who had made unhealthy and negative life choices.	£7,850
Reform Restore Respect	I Didn't Know That: 90-minute workshops for Year 6 pupils on gang violence and knife crime.	£10,000
Kent Police	Mini-Cadets: Nine-week programme delivered in schools, concluding with a social act project.	£36,814

Outcomes achieved include:

- o Total Insight delivered performances to 30 different settings reaching 1,810 young people.

- o Crimestoppers exceeded targets delivering to 17 schools and reaching 3,550 young people.
- o Rising Sun supported 115 girls with their 10-week programme.
- o Forward Trust received 59 referrals and delivered 123 mentoring sessions.
- o Uprising Youth & Community delivered 10 sessions in educational settings reaching 1,417 young people, 1 professional session and provided mentoring support to 20 young people.
- o Folkestone Youth Project returned to open access sessions reaching 75 young people and provided 15 1 to 1 sessions.
- o Reform Restore Respect delivered 23 face to face inputs to 23 schools reaching over 1,200 young people.
- o Kent Police Mini-Cadets was piloted in a North Kent school and has now been rolled out further.

St Giles Trust - Violence, Vulnerability and Exploitation Project (£68,800)

I have funded the St Giles Trust since 2017. The service originally consisted of separate projects, but these were aligned during 2021/22 and became known as the Violence Vulnerability and Exploitation Project (VVE).

The VVE Project provides outreach for those young people identified as at risk of criminality and case work for those up to the age of 25 involved in gangs and County lines activity. The project provides support to help them re-engage with the community, parents, carers, education and set them on a positive path away from criminality.

In 2021/22 the project supported 204 young people and on average had 35 fully engaging with the service at any one time. All those engaged reported positive outcomes including improved physical and mental well-being, increased engagement with statutory services and self-confidence, and a decrease in the number of missing episodes. Other outcomes included linking in with employment, housing and education.

The school aspect of the project is focused on prevention and tackling subjects such as gangs, County lines, weapons awareness and child sexual exploitation. In 2021/22 the project delivered 52 school inputs and mentored an average caseload of 12 young people per quarter, equating to over 215 mentoring sessions. In addition, 13 professional, parent / carer sessions were delivered reaching over 410 professionals, parents and carers.

Case study: Client X engaged with 1 to 1 mentoring sessions for 10 weeks. At first, they were not very engaged and were guarded and closed off. The mentor was able to relate to client X through lived experience and created a sense of trust. Client X was on bail for supply of class A drugs and had a negative peer group. They refused to engage with services to help with their drug use. Together They developed a support plan and discussed realistic targets to make positive lifestyle changes. Over time Client X became more engaged and started changing their thinking and behaviour. They secured a job and were able to buy their own transport. They stopped using drugs, their confidence grew along with their independence and pride.

Amelix 'Is it worth it' School Tour (£50,000)

The Amelix School Tour started in 2009 and I took over its management in 2017.

The tour originally focused on anti-social and risk-taking behaviour and then moved on to cyber-crime and e-safety.

The tour was delivered in collaboration with the music industry which provided match funding (alongside other funding sources) and performers. It was a unique offer enabling the tour to be delivered in an engaging format capturing the attention of the young people attending. This helped to increase the likelihood of the content having a greater impact than traditional delivery of messages in schools.

Outcomes achieved include:

- o 84 sessions delivered in 28 schools reaching over 13,600 children aged 11-14.

- 76% enjoyed the tour and there was a 17% increase in those who would report online bullying.
- Those who watched the tour were more aware of online bullying, had a greater understanding of what they were sharing online and an increased awareness of the Child Exploitation and Online Protection Command (CEOP) app.

Safer Streets (Round 2)

Totaling £20m, the Home Office launched Round 2 of the Safer Streets Fund in February 2021. The fund was focused on designing and delivering crime prevention activities in hotspot areas with the aim of reducing neighbourhood crime (burglary, vehicle related theft, theft from the person, robbery). Following an extensive data review, I worked with the Districts to identify target areas and develop an evidence-based response to the issues identified. This information supported the submission of 3 bids, and I was successful in being awarded 2. The Home Office specifically stated they were impressed with the bids as they demonstrated the drivers of the problems and identified a suitable response to tackling them deliverable within 2021/22.

The total funding claimed was:

- £280,611.85 - Ramsgate (Harbour and Town Centre)
- £382,358.00 - Canterbury (Whitefriars & John Dane Gardens)

The bids delivered targeted crime prevention activity with outcomes including:

Ramsgate	Canterbury
6 new CCTV cameras installed	Improved CCTV installed around the city
Alleygating installed to prevent drug use and littering	Community engagement events held in the city centre to provide crime prevention products

200 moped locks issued as part of 'Thanet lock it or lose it' community event	300 households visited in February 2022; crime prevention advice and kits supplied. Of those surveyed, 53% reported feeling safer in the day
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Safer Streets (Round 3)

Following on from Round 2 the Home Office released a subsequent funding round in June 2021. Following an extensive data review, I once again worked with the Districts to identify target areas and develop an evidence-based response to the issues identified. This supported the submission of 3 bids, and I was successful in being awarded 2.

The total funding claimed was:

- £215,404.03 - Ashford (Town Centre)
- £193,251.00 - Medway (Rochester / Chatham)

The bids delivered targeted crime prevention activity with outcomes including:

Ashford	Medway
140 professionals attending Active Bystander training	Additional shop watch radios purchased and distributed
Replacing fencing in the Memorial Garden to improve feelings of safety	Active Bystander training provided to 112 people
Installation of CCTV in the Edinburgh Road car park	Lighting projects in Victoria Gardens, the Brook to Rope Walk, Gas House Lane and Hills Terrace
Creation of Safe Spaces in the town centre for people who feel vulnerable / unwell	Removal of graffiti and rubbish as well as foliage cutback to improve the street scene
Educational inputs to Year 6 children on personal and online safety	Joint work between Medway Task Force and Hollie Guard during Stalking Awareness week

Equipment supplied to the volunteer Street Pastors to support their work in the night-time economy	A community friends event held on international women's day as part of the 'This Girl Can' programme
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Crime Reduction Grants

Each year I allocate a portion of my total commissioning budget to the Community Safety Partnerships (CSPs) and other third-party providers / groups. The money must be spent on projects that support delivery of the priorities in my Police and Crime Plan.

The total allocation across the 14 CSPs was £558,385. Of this, £357,956 was approved for the main business case and a further £126,516 from tactical pot requests, equating to £484,472 worth of projects. The tactical pot is a portion of the funding that CSPs can set aside to address emerging risks in their area.

The main themes of CSP projects were as follows:

- Youth related - preventative and diversionary activities such as Charlton Athletic community-based sports with mentoring, Global Generation in Thanet, Safety in Action events for Year 6 children, detached boxing project in Medway as well as Kenward Trust's detached outreach work for young people in West Kent.
- DA related - Shepway Chariots, community schemes for those affected by DA, One Stop Shops, group perpetrator programme run by CDAP and support for DAVVS in West Kent.
- Training - online seminar focused on missing and vulnerable, ASB professionals training and a DA conference.
- Community Engagement - a Community Safety Conference and a Spot the Signs media campaign.
- Victim services / mental health - mental health awareness campaign, Maidstone Mediation and Making Changes Programme.

- Crime prevention - support for the shop safe scheme, mobile and static CCTV cameras and continued funding for Dartford's CCTV monitoring operation.

Third-party grants are provided to statutory boards or other partnership groups with the aim of delivering a multi-agency approach to tackling crime, ASB, vulnerability and other societal issues linked to crime and disorder.

In 2021/22, recipients included:

Service	Amount
Young Persons Substance Misuse	£92,626
Kent Youth Justice Team	£275,106
Medway Youth Offending Team	£90,353
Kent Drug & Alcohol Action Team	£301,449
Medway Drug & Alcohol Action Team	£59,042
Kent Safeguarding Children's P/ship	£45,934
Kent & Medway Adult Safeguarding P/ship	£38,576
Medway Safeguarding Children's P/ship	£15,434
Kent Criminal Justice Board	£40,000
Safer Kent	£20,000
Crimestoppers: local & national	£60,366

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

The police respond to people in mental health crisis every day. Whilst vulnerable people must be protected from harm, a reduction in those with mental health issues coming into contact with the police means a reduced burden on police officers. Therefore, it is important the force works with partners to ensure those with mental health issues receive the right help, from the right service, at the right time.

Mental Health lead

In July 2021, after 5 years, I decided to step down as the Association of Police and Crime Commissioners lead for Mental Health.

I took this decision because following the PCC elections in May, several newly elected colleagues had greater experience in the mental health arena. Also, whilst it was a privilege and I enjoyed the role, it took a lot of my time and I felt there was a need to focus on my office and my own workload, including that as Chair of BlueLight Commercial.

Mental Health Crisis Care Board

Following a review of the Mental Health Crisis Care Concordat governance arrangements, the Crisis Care Board became the strategic decision-making body for Kent and Medway.

I continued to chair this Board with Chief Executive (or equivalent) representation from Kent Police, Kent and Medway NHS and Social Care Partnership Trust, South East Coast Ambulance Service, Kent County Council and Medway Council.

Meetings in April, July and November focused on:

- sharing of relevant partnership data;
- pathway developments; and
- the core principles of prevention, response and recovery.

However, because of changes to the structure of health services in Kent and improved governance through NHS Kent and Medway, the Board was dissolved in early 2022.

I would like to thank Kent Police and partners for their contribution to the Board and their ongoing work to support those with mental health issues.

Use of Section 136

Kent Police's use of Section 136 of the Mental Health Act (1983) to detain individuals who appear to be suffering from a mental health crisis has been decreasing since December 2019.

The force continued its relentless focus to improve the partnership response to people in crisis to ensure they receive a first-class service from the relevant agency at the point of contact. It improved the collection and use of data to deliver enhanced joint

training; this has resulted in better outcomes for vulnerable people.

With over 400 less detentions, the step change has resulted in less police and partner hours dealing with Section 136 detentions, and a focus on ensuring the individual receives the right intervention from the right service at the right time.

Internal training delivered by the Mental Health Policing Team has also ensured people are not unnecessarily detained under Section 136, with appropriate advice sought prior to every detention, and alternative powers and services considered.

• **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.

Violence Reduction Unit (VRU)

The countywide VRU was set-up after the OPCC secured funding from the Home Office in 2019. The introduction of VRU's in 18 local areas nationally is part of a focus on early intervention, as set out in the Government's Serious Violence Strategy.

The Kent and Medway VRU is a partnership between the police, local councils, health service providers and other key partners. It aims to tackle the root causes of violence using a multi-agency, health based preventative approach.

Its strategic objectives are aligned to the national objectives of the Serious Violence Unit; by year 5 (2023/24) it aims to achieve:

- A reduction in hospital admissions resulting from assaults in public, where a knife is used, and the victim is under 25.
- A reduction in reported assaults in public, where a knife is used, and the victim is under 25.
- A reduction in reported homicides in public, where a knife is used, and the victim is under 25.

The VRU receives a core grant of £1.16m per year, with 50% invested in interventions and 50% spent on programme costs. In 2021/22, it successfully bid for £740,000 of additional funding to deliver:

- a High Intensity Intervention Project for young people involved in serious violence; and
- a Reachable Moments project for young people admitted to A&E following traumatic injury.

The VRU commissions county-wide and locally designed services to deliver its prevention and intervention approach. For example, in 2021/22:

- St Giles Trust delivered over 100 interventions with young people involved in gangs and County lines. The project was co-funded by my office.
- Nurture UK developed an intervention programme in the nine schools most affected by serious violence. It has been adopted by KCC.
- The Forward Trust delivered 30 interventions with gang affiliated young men leaving prison to reduce the risk of reoffending. The project is now sustained by NHS funding.

Last year around 1,500 young people engaged in VRU funded projects. Outcomes reported from participants included improved well-being and increased resilience which are known to reduce risk-taking behaviours.

Forward Trust ‘Step Back’ participant [HMP Rochester]: *“I’m very keen to meet Francis and know how he got out; I don’t want to go back there to that. At this point in time I don’t want or need drugs no more but as I’m faced with being released NFA [no fixed abode] and on £75p/w benefits, when I was earning 4k a week on county lines I don’t know how to do it.”*

Cookham Wood Pilot Project (£25,000) - Kent PCC funding

Recognising that young people in custody are also likely to be victims, in April 2019 the Prime Minister’s Youth Violence Summit identified the need to provide support and deliver a more joined up approach to reduce re-offending. The MoJ identified Cookham

Wood as a pilot site, and my office began working collaboratively with the MoJ and the Mayor’s Office for Police and Crime to develop the approach.

There are 3 strands to the pilot:

- Building capacity within the Young Offenders Institute (YOI) to help staff identify victimisation and how to respond.
- Implementing a ‘Through the Gate’ service which works with identified young people for 8 weeks (4 weeks prior to release and 4 weeks following release). The aim is to provide mentoring support to assist with recognising their needs and help them move on in the community. It also involves working with relevant community-based support services.
- Upskilling existing support services on victimisation and offending.

Whilst the project continues to develop, initial outcomes include:

- Creation of a training package for YOI staff which is awaiting delivery.
- The Through the Gate Service being tendered and awarded to Open Road for delivery in 2022/23.

• **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. It can be a very powerful tool, offering a safe and controlled way for victims and offenders to engage in conversations.

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.

218 referrals were received in 2021/22, with 407 victims being offered support. Due to restrictions the impact of Covid continued to be felt by the service in the early part of the year, but it was agile in its response, increasing contact by phone, email and online.

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

Home Office Perpetrator Programme Funding

In June 2021 the Home Office made funding available to PCCs to support the delivery of DA perpetrator focused programmes. The total funding available was £11.1m. I worked closely with Kent Police, Kent County Council and specialist service providers to develop an evidence-based bid. I was successful in being awarded £378,967 to pilot the delivery of both DA and Stalking Perpetrator Programmes, alongside support for victims and their children.

The programme delivers the following,

- DA Perpetrator Programme 1 to 1 x 40
- Staking Perpetrator Programme 1 to 1 x 40
- DA Perpetrator Programme Groupwork x 10 groups consisting of 8 men
- Co-ordination functions, including a Victims Support Worker and Police Co-ordinator

Due to this being a new service for Kent extensive promotion and awareness work has been undertaken. A clear structure has also been set up for managing the referrals and delivery to ensure risk and safeguarding is managed effectively. It is still early in the development of the programme but so far there have been over 50 referrals, with 3 fully completing a course.

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

Listening to residents and ensuring their needs are met is one of my main jobs.

Whilst Covid restrictions were in place early in the year, my office and I continued to engage via the website which on average 1,100 people visited per

month as well as various social media platforms. The corporate [@PCCKent](#) Twitter account grew to more than 11,700 followers. The OPCC's [Nextdoor](#), account regularly reached over 30,000 of the 220,000 Kent residents signed up. The [Facebook page](#) grew to 700 followers and the number of people following the OPCC on [Instagram](#) almost doubled to 570.

The OPCC also continued to produce and circulate a regular e-newsletter to nearly 4,000 subscribers, an increase of nearly 700 on the previous year.

With the easing of restrictions, I was able to visit community groups and attend events once again; they included:

- the Rural Coffee Project in Wouldham;
- the re-opening of the Fusion Café in Maidstone;
- the launch of Safer Streets initiatives in Gillingham, Ramsgate, Canterbury, Ashford and Rochester;
- the launch of the Mini-Cadet programme in Dartford;
- visiting Diversity House in Sittingbourne and the Maidstone Mosque;
- the launch of Interventions Alliance in Chatham;
- addressing Rotary Club events in Deal and Sittingbourne;
- visiting commissioned services such as DAVSS, Dads Unlimited and Dandelion Time, where several staff from my office and I also spent a morning volunteering.

My office was also represented at the Kent Police open days which were re-instated with over 12,000 people attending between 4-6 September 2021.

As well as my fifth Annual Policing Survey which received 3,276 responses, the call for evidence survey that I ran as part of my VAWG Inquiry received 8,200 responses - the highest response rate for any OPCC survey to date.

My Casework Team dealt with nearly 3 000 contacts from members of the public. Many were victims and witnesses who were provided with advice on how to access support and counselling from my

commissioned services, or directed to the Victims' Right to Review Scheme. Some of the work was extremely challenging, including one case which required two members of the team to provide witness statements in a successful criminal case.

Feedback from Kent Police officers and staff is equally important though, so I engaged with them directly including deployments with the Rural Task Force and Roads Policing Unit and joining officers on patrol in Dover, Medway, Gravesham, Dartford, Tunbridge Wells, Canterbury and Maidstone. I spent a week in March conducting force wide visits, speaking with staff in the three Divisions and a range of departments and attended Passing Out Parades for police officers completing their initial training as well as for the Community Police Volunteer Aviation Team at Rochester Airport. I also met with the Kent Police Federation, UNISON, and staff support associations, including Kent Network of Women, Enable and the Race Equality Network.

I met and had conversations with councillors, MPs and Government Ministers, including the Home Secretary and the Minister of State for Policing and the Fire Service.

I engaged with the local and national media regularly appearing on BBC Radio Kent, BBC South East Today, Meridian, KMTV and in Kent Online. I also took part in debates on national channels like TalkRadio, Times Radio, Radio 5 Live and GB News and Good Morning Britain.

Opportunities for the future:

• Calling for more criminal justice powers for PCCs

2021/22 was my fourth 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.

The Board's biggest challenge was how best to minimise delays to victims and witnesses caused by the increased backlog in cases, particularly in the Crown Court, caused by the pandemic. While many counties began to recover from their covid backlog, Kent did not, as it experienced an increase in cases entering the system which bucked the national trend, and shortages in key roles.

On behalf of the Board and supported by Kent MPs, I was in regular contact with Criminal Justice Ministers and senior personnel at the MoJ and HM Courts & Tribunals Service raising concerns at the lack of progress in reducing cases.

Whilst the Board worked collaboratively to minimise delays, caseload numbers remained unacceptably high. In June 2021 a Nightingale Court opened in Maidstone; this stopped the increase in Crown Court cases but a lack of judicial resource limited the number of cases heard, and while numbers stabilised they did not reduce. It is accepted that there is a lack of judiciary nationally, but Kent is flagged as a priority for resource as it becomes available.

While the outstanding caseload and impact on victims and witnesses dominated the Board's agenda, work continued in other areas. New working procedures were established between the police and CPS to ensure rape and other serious sexual offences were managed as quickly and efficiently as possible; lessons learnt from this were shared nationally. A review commenced into the management of defendants with mental health and learning disabilities, and work continued on managing the needs of women in the criminal justice system and issues with accommodation on release from prison as part of plans to reduce reoffending.

As part of my VAWG Inquiry, I worked closely with Board members to ensure their own agency strategies were being implemented and collaborative working was strong and effective to progress this key piece of work.

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.

• Lobbying for a fairer funding settlement for Kent

Over the course of the year, I was successful in requesting and receiving additional funding into the county, particularly for increasing the support to victims and witnesses. During 2021/22 several additional funding streams were offered by the

Government and my team worked hard to ensure that Kent and Medway got its fair share. Overall, I and my team were successful in securing additional funding of over £3.2m. This brought the total commissioning budget for 2021/22 to just over £7.4m. This additional funding provided additional support to victims of sexual violence and DA including male victims of rape; helped organisations to manage the increasing demands on their services due to delays in the criminal justice system and initiate a scheme for the delivery of both DA and Stalking Perpetrator Programmes in Kent.

My team and I had particular success with the Government's Safer Street Fund, securing funding for crime prevention work across several areas in Kent.

During the year, the Government announced its intentions to review the Police Funding Formula. This is the formula that determines the amount of funding each PCC receives. My Chief Finance Officer (CFO) and I have held discussions with the Home Office around the formula and what indicators should be included. This will continue throughout 2022/23 as the work progresses.

• Further collaboration with other organisations

BlueLight Commercial

BlueLight Commercial was established in 2020 by the Home Office, to work in collaboration with blue light organisations and local / national suppliers, to help transform their commercial services. It is set up as a not for profit, private company limited by guarantee.

With every PCC being a member, the support of Chief Constables and strong backing from the Home Office, BlueLight Commercial has a strong mandate for change to deliver commercial excellence in policing.

As Chair of the BlueLight Commercial Board, I am pleased to report that in 2021/22 it played a significant role in leading national commercial activity, from launching new frameworks and contracts for Fleet Vehicles, to continuing to support the delivery of PPE to front line teams, developing policing's approach to Contingent Labour and creating a National Dynamic Purchasing System for the next generation of Physical Forensic Services.

Whilst savings realised has a direct impact on improving operational capability, developing a more collaborative approach also leads to improved products and services in support of operational teams.

I am tremendously proud of what BlueLight Commercial has achieved and with many more projects underway such as work on the next generation Police Aviation Services, Drones and Uniform, it promises to deliver further benefits by ensuring that value is achieved from every penny spent across blue light services.

• Oversight of the police complaints process

The Policing and Crime Act 2017 introduced significant changes to the police complaints system which came into force on 1 February 2020.

The OPCC became the 'Relevant Review Body' for all low-level complaints against Kent Police, and I now have a legal duty to hold the Chief Constable to account more closely for performance in this area.

In terms of reviews, my office now receives over 80% of requests, with the remainder being handled by the Independent Office for Police Conduct (IOPC); previously, when the force dealt with this element of the complaints process, they handled 55-60%. In 2021/22, my office received 246 requests for review; previously, when the force handled this element, they received approximately 80-100. The increased demand on my office is clear and potentially reflects a greater willingness of the public to approach the OPCC as it is perceived to be more independent than the force was in previous years.

My office upheld 13% of the reviews submitted; however, it should be noted that there is a significant focus on learning and improvement, and many responses highlighted areas for improvement, or new allegations were identified.

In addition to conducting reviews, my office has a comprehensive and wide-ranging assessment and auditing process to assist me in holding the Chief Constable to account. Monthly meetings are held at the operational and strategic level; monthly audits are carried out on 'conduct' (internal) matters; and an Annual Report is presented at my Performance and Delivery Board and the Joint Audit Committee.

• Developing new crime prevention and diversion practices

Violence Against Women and Girls Inquiry

On 10 December 2020 the Government launched a call for evidence on VAWG to inform a new national strategy. The call for evidence initially ran for 10 weeks and closed in February 2021.

Following the tragic murder of Sarah Everard, the strength of feeling from women and girls intensified and rightfully brought VAWG back into the spotlight. This led to the Government re-opening the call for evidence from 12 to 26 March 2021.

This turn of events led me to launch my own Inquiry on Wednesday 4 August with the aim of understanding the extent to which such crimes were being committed and what more could be done to prevent and tackle them.

My Inquiry focused on four overarching themes:

- Prevention
- Engagement
- The Victim's Journey
- Rehabilitation

During the course of the Inquiry, I:

- Ran a call for evidence survey for three months to understand the strength of feeling in relation to the safety of women and girls in Kent. Over 8,000 responses were received; the [findings](#) can be viewed on the OPCC website.
- Met with victims at a specially convened Victim's Panel, where they were frank about the service they had received from both the police and other criminal justice agencies.
- Commissioned detailed data analysis to identify where so-called "hot spots" were for VAWG and at what time of day.
- Commissioned an analysis of perpetrators, to improve understanding of how best to intervene and how best to direct services to change behaviours.
- Received a paper and presentation at my Performance and Delivery Board on 8 September 2021 on how VAWG was reflected in the work of Kent Police.
- Discussed VAWG at a Kent Criminal Justice Board meeting with members committing to deliver on the outcomes.

I'm pleased to report that many changes were adopted by Kent Police during the year, such as the instigation of officer verification checks and the launch of a DA Improvement Plan. The force also launched a VAWG Strategy which includes measures like more officer training and the introduction of a DA Hub, where victims can obtain specialist support 7 days a week.

It was also apparent that women and girls felt there needed to be more early intervention work in schools, to educate young people about appropriate behaviour. I therefore plan to launch a schools prevention programme to do just that.

The [final report](#) can be viewed on the OPCC website.

• Backing volunteering

I consider it important to provide people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship.

The Cadet 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 2022, there were 345 cadets - with a waiting list of 492 - located at 12 units across the county.

The Mini Cadet scheme is a nine-week programme for children aged 8-11 delivered in schools. It is designed to teach about responsible citizenship, helping others and having respect for one another as well as breaking down barriers with the police. They are taught about online safety, take part in drills and produce a Social Action Project within their school or community. Funded by my office, the Mini Cadets launched in April 2021 with 12 pupils at Temple Hill Primary Academy, Dartford; during the year, over 30 other schools joined the programme reaching more than 400 children.

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 harm's way like their paid colleagues - but all because they just want to give something back to their communities. As at 31 March 2022, there were 288 Special Constables who provided over 100,000 hours of policing in 2021/22.

Introduced in 2018/19 Community Police Volunteers (CPVs) continues to be a popular strand of volunteering. As at 31 March 2022, there were over 125 trained CPVs providing support to specialist policing teams such as the Joint Response Unit and Rural Task Force, as well as performing roles in areas such as Security, Equine, Canine and Aviation.

As at 31 March 2022, Kent Police had over 150 Police Support Volunteers in roles conducive to their skills. Examples include roles within the FCR, Recruitment and Local Policing Teams.

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

I have also provided grant funding to charities and organisations 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.

Independent Custody Visitors (ICVs)

I am responsible for the ICV Scheme which sees volunteers making unannounced visits to police custody suites to check on the welfare of detained persons (DPs), ensuring they have received their rights and are held in satisfactory conditions.

In 2020/21, the ICV Scheme responded swiftly to the challenges imposed by Covid, introducing a 'virtual visiting' process which was shared as national best practice. During 2021/22, the Scheme had to be flexible again as restrictions were lifted requiring a phased approach to re-starting in-person visits. Therefore, over the year 42 detainees were spoken to virtually, and 184 in person visits took place.

ICVs highlighted several issues that were replicated in a HMICFRS report on Kent's custody suites published in December 2021, such as the process and frequency of sleeping reviews and the availability of Appropriate Adults. Over the course of the year they have worked with custody to monitor improvements in those areas. However, the report was also complimentary about the attitude of staff and their care for detainees and identified significant good practice in relation to the care of females and those referred to the Criminal Justice Liaison and Diversion Service.

All OPCCs have been asked by the Dogs Trust to join the Animal Welfare Scheme, to ensure police forces are treating their police dogs well and in line with the Animal Welfare Act. I have asked ICVs to take part and provide independent oversight of

Kent Police's treatment of their dogs. All dogs must be visited and assessed each year, and quarterly panel meetings with the ICVs, the dog section and the Dogs Trust will take place to provide feedback. The first training session had to be postponed but is due to take place soon, with the first visit taking place shortly after.

I would like to extend my thanks to the ICVs for their support and the excellent work they carry out. Further information on [ICVs](#) can be found on the OPCC website.

Ministry of Justice Grant for Victim Services - Funding Recipients²

	£
Initial Referral and Needs Assessment services for victims of crime	
Core Referral & Victim Support Service - Victim Support	899,032.00
Services for Restorative Justice interventions	
Restorative Solutions	207,000.00
Services for victims of sexual violence	
Family Matters - ISVA & CISVA services	345,811.00
East Kent Rape Crisis Centre - Family support for those impacted by SV	11,040.00
Family Matters - Additional capacity to manage increased demand	40,000.00
NSPCC - Letting the Future In project	10,000.00
Medaille Trust - Family support for victims of modern slavery & DA	12,915.00
The Mary Dolly Foundation - Counselling for SV victims	32,400.00
Dandelion Time - Additional service capacity	14,959.00
Services for victims of DA	
Rising Sun & Choices DA Service - Support to adolescents experiencing DA	45,028.90
Dads Unlimited - 1 to 1 mentoring service	30,000.00
Dandelion Time - Therapeutic programme for families affected by abuse	15,000.00
DAVSS - Support for male victims of DA	4,880.00
DAVSS - Support to Court project	16,800.00
Rising Sun & Choices DA Service - Support to adolescents experiencing DA	12,660.00
Choices DA Service (Oasis) - Additional IDVA to manage capacity	26,236.20
Dads Unlimited - 1 to 1 mentoring service additional capacity	25,197.24
Dandelion Time - Additional service capacity for family support programme	8,266.00
DAVSS - Additional helpline capacity	17,616.40
Fresh Visions People Ltd - DA trauma informed counsellor	22,263.50
Health Action Charity Organisation - Support for African Males in abusive r/ships	15,480.00
Kent Integrated DA Service - Additional capacity	72,664.66
Mankind - Support to male victims of DA	8,000.00
Restorative Solutions - Adolescent to Parent Conflict & Violence Programme	33,750.00
Rubicon Cares - Trauma counselling	19,366.00
Salus - DA & Resilience Programme for Children & Young People	30,000.00
Victim Support - Increase service capacity within the Stalking Advocacy Service	24,062.00
Medaille Trust - Family support for victims of modern slavery & DA	4,649.00
Victim Support - Increase capacity due to growth in referrals	14,966.00
PCCs core contribution to the Kent Integrated DA Service	100,000.00
Victim Services - Provision of initial referral & triage obo countywide DA contract	127,840.00
Victim Services - Stalking Advocacy Service	25,143.94
Other services for victims of crime (not mentioned above)	
Rubicon Cares - Trauma Counselling for people affected by crime	50,000.00
Choices (Choice Support) - support for victims with autism & learning disabilities	31,308.00
Victim Services - Hate Crime Advocate	9,365.00
St Giles Trust - Child sexual exploitation interventions	10,695.00
Rising Sun Domestic Violence & Abuse Service - 1 to 1 counselling programme	17,539.00
Innovating Minds CIC - Training for professionals to support CYP impacted by DA	30,000.00
Clarion Housing - Additional capacity	26,115.00
SATEDA - Support to Court, family intervention & counselling interventions.	20,206.00
Victims Support - Additional Stalking Advocacy Service capacity	35,388.00
Rubicon Cares - Trauma Counselling for people affected by crime	21,788.00

	£
Building capacity and capability (& associated costs)	
OPCC support costs	71,491.73
Contribution towards Compass House running costs	4,354.54
CSA uplift - Services for victims of child sexual abuse	
Family Matters - ISVA & CISVA services	103,950.00
NSPCC - Letting the Future In project	30,769.00
Dandelion Time - Therapeutic programme for families affected by abuse	15,000.00
Male rape Support Fund	
Family Matters & East Kent Rape Crisis Centre - dedicated provision for male victims of SV plus research into barriers to accessing services	31,504.00
ISVA funding	
Family Matters - Specialist gangs ISVA	68,800.50
East Kent Rape Crisis Centre - Specialist student ISVA	68,800.50
Family Matters - 1 ISVA Manager post	33,872.00
East Kent Rape Crisis Centre - 1 child mental health support ISVA	29,275.54
IDVA funding	
Dads Unlimited - Provision of a male IDVA service	77,698.68
East Kent Rape Crisis Centre - 1 hybrid ISVA / IDVA post EOI fund	30,470.46
Kent & Medway NHS - Hospital IDVA	17,053.50
Kent Integrated DA Service - Additional 4 IDVAs to support the countywide contract	133,333.33
New Leaf Support - 3 IDVAs	44,145.00
Oasis DA Service - 1 IDVA to support the Medway contract	35,575.00
Rising Sun Domestic Violence & Abuse Service - 3 IDVAs	116,574.00
SATEDA - additional adult & child caseworkers	67,014.31
Sign Health - IDVA for young people & adult deaf DA victims	61,920.00
Victim Services - Stalking Advocacy Service additional capacity	10,376.30
Critical Support Fund - COVID Response Fund	
Advocacy After Fatal DA - Additional capacity due to staff sickness	1,500.00
Oasis DA Service - Additional refuge cleaning resulting from COVID	800.00
Dads Unlimited - Staff costs due to increased complexity of cases	8,500.00
Dandelion Time - Additional capacity due to staff sickness	3,000.00
DAVSS - Staff costs due to increased complexity of cases	9,036.00
Health Action Charity Organisation - Additional capacity due to staff sickness	2,500.00
The Mary Dolly Foundation - Deliver additional capacity	4,400.00
Rubicon Cares - Manage increased demand resulting from lockdown	10,000.00
SATEDA - Staff & resource costs due to rising demand resulting from COVID	2,000.00

² 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 2021/22

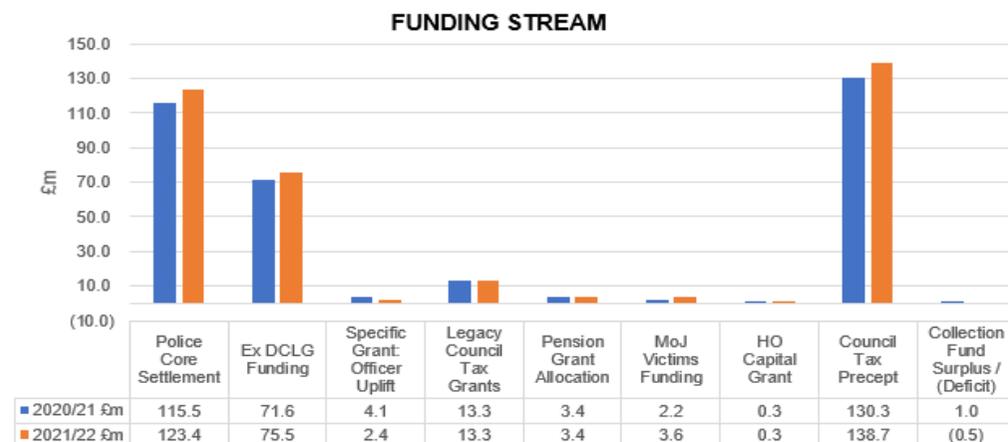
On 17 December 2020, the Policing Minister announced the provisional police grant allocation for each force area for 2021/22. The headlines nationally were:

- Core Policing Grant (including the Police Uplift Programme (PUP) grant) increase from £7.8bn to £8.2bn, an increase of 5.3% or £413.6m.
- £15 precept flexibility for all PCCs, or equivalent.
- 75% of council tax losses (due to Covid) to be compensated.
- No increase in the pension grant allocations compared to 2020-21.
- No increase in Capital grant.
- £52.3m capital funding for national priorities and infrastructure.

The settlement outlined the Policing Minister's expectations in return for the additional funding invested in policing. These were:

- Forces to recruit another 6,000 officers by the end of March 2022 (some of these officers were expected to go into Counter Terrorism Policing, Regional Organised Crime Units and the National Fraud Intelligence Bureau).
- £120m efficiency savings from across the law enforcement sector (reflected as part of the funding settlement). These were expected to be delivered through a combination of improved procurement practices as well as savings in areas such as estates and shared services. They were broken down as follows:
 - £95m against Core Policing Grant;
 - £8m against Counter Terrorism policing;
 - £2.8m from the National Crime Agency; and
 - £14.2 from programmes within reallocations.
- High quality data to be collected and used to support local delivery, identify efficiencies and support the National Policing Board's drive to deliver the best possible outcomes within policing.

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



The 2021/22 settlement was not as positive as initially hoped when a three-year Comprehensive Spending Review (CSR) was expected to be announced, but it did continue to provide funding for the increase in police officers that is being driven nationally. Other inflationary costs, such as the pay increase and general price increases were not included. These had to be funded through precept and savings.

In 2021/22, I elected to increase the precept by £15, the maximum allowable under the referendum principles. This was supported by the Police and Crime Panel in February 2021. The central government funding totalled £221.9m and council tax totalled £138.2m giving overall funding of £360.1m

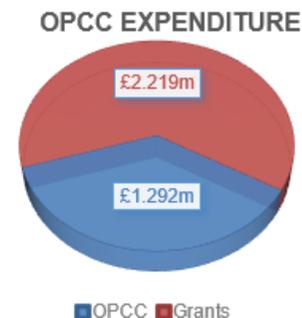
Revenue Outturn

PCC Expenditure

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

This chart shows a breakdown of that expenditure.

The expenditure included an underspend of £0.5m that was transferred to the OPCC Reserve. This resulted from a combination of grant funded projects that either did not occur during the year or cost less than anticipated and a number of staff vacancies within the office. Held within the OPCC Reserve, it can be used in future years to fund other special projects. The £0.5m is included in the table below.



PCC and Group

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

Subjective Category	2020/21	2021/22		
	Net Expenditure £'000's	Budget £'000's	Actuals £'000's	Variance Over / (Under) £'000's
Police pay	212,250	212,838	219,631	6,793
Police Staff Pay	94,724	93,477	97,078	3,601
Other Pay Costs	12,291	14,064	14,888	824
Total Pay	319,265	320,379	331,597	11,218
Police Overtime	7,924	5,896	9,812	3,916
Police Staff Overtime	1,898	1,177	2,091	914
Total Overtime	9,822	7,073	11,903	4,830
Premises	21,377	22,949	19,342	(3,607)
Transport	8,146	8,311	8,542	231
Supplies & Services	35,308	31,129	34,458	3,329

Third Party Payments	16,736	11,265	11,754	489
Total Running Expenses	81,567	73,654	74,096	442
Capital financing & contributions	1,352	1,122	3,216	2,094
Expenditure Sub-total	412,006	402,228	420,812	18,584
Income				
Sales, Fees, Charges & Rent	(4,661)	(5,316)	(6,389)	(1,073)
Interest / Investment Income	(186)	(287)	(223)	64
Reimbursed Services	(57,954)	(23,533)	(40,631)	(17,098)
Transfers to Revenue & Capital Reserves	8,775	2,751	520	(2,231)
Total Net Expenditure	(54,026)	(26,385)	(46,723)	(20,338)
Partnership Funding	(18,096)	(25,563)	(22,416)	3,147
Overall Total	339,884	350,280	351,673	1,393

Revenue variances included pressures from officers, police staff costs, legal costs, insurance costs and transport costs. Additional income was received to help offset some of the pressures.

The overspend of £1.4m was covered by the Budget Support Reserve.

Investment Budget

Investment Expenditure includes both capital and revenue expenditure on our assets such as property, vehicles and IT infrastructure which have a longer-term life 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.

The approved Investment budget for 2021/22 was £25.3m of which £21.8m related to the capital element and £3.5m revenue set up costs. The revenue costs of the Investment programme were £0.3m and mainly related to IT expenditure.

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

Provisioning Department	2020/21	2021/22		
	Actual Expenditure £'000's	Revised Budget £'000's	Actual Expenditure £'000's	Over / (Underspend) £'000's
IT Department	5,020	8,418	4,492	(3,926)
Estate Department	637	7,029	1,821	(5,207)
Transport	2,462	2,830	1,798	(1,032)
ANPR Department	459	265	266	1
Ashford Re-Modelling	285	5,551	2,691	(2,860)
Project Zenith	1,450	683	502	(181)
Other	1,241	516	395	(120)
Total	11,554	25,291	11,965	(13,326)

The Investment budget was made up of £21.8m for capital expenditure and £3.5m for revenue expenditure linked to capital projects.

The capital expenditure for 2021/22 was £11.6m, this was an underspend of £10.2m, of which £2.9m related to delays in the Ashford remodeling and £5.1m of other estate projects. Many projects were disrupted and hence delayed due to Covid and a shortage of supplies. The remaining underspend of £2.2m related to IT, Transport and other small ad hoc projects.

The revenue expenditure of the investment programme was £0.3m, an underspend of £3.2m. This underspend related mainly to the IT department and included costs originally budgeted as revenue, but transferred to capital expenditure following a review of the accounting treatment for external staff linked to capital projects.

Capital Funding 2021/22

The capital expenditure was funded from capital receipts, contributions from revenue and capital grant totaling £3.6m (31%). Internal borrowing was £8.0m (69%) which will be repaid from the revenue budget over future years based on the life of the asset.



Reserves

Reserves are funds set aside 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.

Usable Reserves	As at 31/03/21 £'000's	As at 31/03/22 £'000's	Movement £'000's
General Fund	6,985	10,508	3,523
Risk			
Insurance	2,748	3,528	780
Policing Opportunity:			

OPCC	88	595	507
Budget Support	9,894	5,289	(4,605)
Op Brock / Stack Contingency	0	1,500	1,500
Leased property dilapidation & maintenance	101	85	(16)
Investment Reserve			
Investment Reserve	385	373	(12)
Total	20,201	21,878	1,677

The General Reserve was reinstated to the minimum of 3% Net Revenue Expenditure (circa £10.5m) at the start of 2021/22. The Budget Support Reserve is a contingency for unexpected budget pressures that may be identified during the year. The Operation Brock / Stack Contingency Reserve was set up specifically to assist in policing the port of Dover.

Treasury Management

I invest surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2021/22 strategy set out a clear set of investment parameters to maximise the return with minimal risk.

Investments

The following shows a breakdown of our investments by type:



The total value of investments at the year-end amounted to £20.2m. £5.4m was classified as long-term investments and £14.8m as Cash and cash equivalent. There were no Short-Term Investments at year-end.

Aside from the PFI contracts, I have no other external debt due to a longstanding policy of using reserves and now using internal borrowing against cashflow to fund capital expenditure.

Medium Term Challenge

Kent Police costs the public around £350m to run per annum. The Medium Term Financial Plan (MTFP) is jointly owned by me and the Chief Constable. The plan incorporates the Revenue Plan, the Reserves Strategy, the Capital Strategy including the Investment Programme, the Treasury Management Strategy and my Commissioning Strategy covering the five-year period 2022-2027.

Revenue overview

The MTFP is agreed each February as part of the budget and precept setting process and is updated and refreshed throughout the year as further information becomes available. For obvious reasons there is more certainty around the figures included in the early years than those towards the end of the plan. The plan is prepared between my CFO and the force CFO and several optimistic and pessimistic scenarios are produced with a number of differing underpinning assumptions. These are discussed with the Chief Constable, me and our respective senior leadership teams before the final version is completed. The MTFP is a living document and updated regularly with any major changes.

Future funding

The 2022/23 Provisional Settlement was announced on 16 December 2021 in a written statement by the Policing Minister. The settlement followed completion of the first three-year Comprehensive Spending Review (CSR21) for several years, the result of which was announced in the autumn of 2021. The Minister confirmed that policing would receive an extra £550m in 2022/23, a further £100m in 2023/24 and £150m in 2024/25 (£800m over 3 years) and it was suggested that as well as the PUP funding this would give forces enough resource to fund a pay rise, in line with the end of the public sector pay freeze in 2022. The settlement also provided me with the flexibility to increase funding in each year of the CSR21 period with a £10 council tax referendum limit and confirmed that I would no longer receive any capital grant funding.

The announcement of the 3-year CSR21 with confirmed funding for the PUP and the expectation that funding for pay awards and the government-imposed increase in National Insurance would be included raised hopes that the 2022/23 settlement would be a positive one for policing and provide multiyear allocations. However, when the settlement was announced it provided only one-year allocations and was not as positive as expected.

The settlement requires us to continue with our recruitment towards the PUP by recruiting 195 officers, 50 officers more than last year, pay the increased employers' element of the National Insurance increase and provide a pay award for all officers and staff with less funding per officer than 2021/22. This suggests that the Government are expecting me to use the precept flexibility to cover these cost pressures as well as other inflationary pressures. Even with the increased flexibility given to me over precept rises, savings will still be required as inflationary pressures and pay rises will be greater than the income generated.

Although funding to policing has increased in recent years it is worth putting into context recent funding settlements; since 2010 government funding for PCCs has fallen by 16.6% in real terms. Even when the precept is included, police funding in Kent has fallen by 2% in real terms over the same period.

Savings

The table below shows that over the next five years, Kent may have to make savings in the region of £37m. While the force has a good track record of identifying savings ahead of schedule, the changes in savings required for each year will need careful management. Any changes in the assumptions in the MTFP, for example in the level of government grant received, could lead to a change in the amount of savings to be made.

Based on these assumptions the savings profile is as follows:

Savings	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Increase in our cost pressures	29.3	21.9	12.5	11.5	12.1
Increase in our Funding	22.5	10.1	8.1	4.7	4.9
Savings Requirement (funding gap)	6.8	11.8	4.4	6.8	7.2
Total Savings Requirement (cumulative)	6.8	18.6	23.0	29.8	37.0

The savings requirement is effectively the gap between our increasing cost pressures and our funding. These savings are a forecast for the future and will change. The force seeks early opportunities to identify savings and deliver them wherever possible. Any savings identified and not required to meet the savings targets will be taken into reserves to help protect against unexpected cost increases in future years.

The force has a savings plan to cover much of 2022/3 and options for 2023/24 with consideration towards opportunities for future year savings. CSR21 announced that I have the ability to raise the precept by £10 in each of the next three years, to 2024/25. I took the increase of £10 in 2022/23 but do not make any presumption on future precept increases until the appropriate time, however, the impact of the precept increase has been modelled. If I were to increase the precept in each of the two years following 2022/23 then the savings target would over the medium term reduce by £7.6m to £29.4m. The savings targets for 2023/24 and 2024/25 would reduce to £8.2m and £0.8m respectively.

To progress the savings for 2022/23 and future years, there are several initiatives, including spend to save, productivity gains from technology, evaluating activities through a dedicated review team, and driving for affordable levels of vacancies. It is recognised that the delivery of savings becomes harder each year so there are also longer-term plans that will generate significant savings including the move away from the former Police Headquarters site on Sutton Road. Savings of this magnitude will require difficult decisions to be made around staffing levels within the organisation. All decisions will be carefully managed to protect the welfare of staff and minimise the impact on frontline policing.

Independent Review of Deaths and Serious Incidents in Police Custody

Police custody may only be used where it is both necessary and proportionate to the investigation of an offence. Detainees in police custody are often among the most vulnerable 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, and appointed Dame Elish Angiolini as independent chair. The review published its [report](#) on 30 October 2017, making 110 recommendations for improvement. The [Government's response](#) was published on the same date.

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’.³

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 2021/22, a total of 25,407 people were processed through Kent custody suites. I can report that the force recorded one death in police custody where a detainee was found unresponsive in a cell and later died. The incident was independently investigated by the IOPC resulting in Kent Police receiving recommendations; unfortunately their report has not been published yet.

The force also recorded 13 ‘serious injury’ incidents in police custody. It is important to note the majority involved no lasting injury and they predominantly related to self-harm and collapses caused by prior consumption of drugs or alcohol.

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 my office also have a key role to play in safeguarding people detained in police custody.

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.

³ The report does not include a definition of ‘serious incident’ and it is not a term that the IOPC or forces use.

As your Police and Crime Commissioner, I'm happy to help or answer your questions.

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To: Kent and Medway Police and Crime Panel

Subject: Police Uplift Programme

Date: 27 September 2022

Introduction:

1. Following on from the Government's announcement in 2019 to increase the number of police officers in England and Wales, the Police Uplift Programme (PUP) was created.
2. It enables the Home Office and the National Police Chiefs Council to work with Police and Crime Commissioners and local police forces to co-ordinate the recruitment of additional officers.
3. The PUP aims to recruit 20,000 new officers nationally by March 2023.
4. This paper provides an overview of the PUP and its impact on Kent Police's establishment. It also provides an update on officer strength, recruitment with regards to application numbers and activity to promote recruitment and workforce diversity.

PUP allocations and establishment:

5. The following table provides a summary of Kent Police's PUP allocations and projected establishments for each year, as well as actual strength in year's 1 and 2.

Year	Allocation (Headcount)	End of year establishment (FTE)	End of year strength (FTE) ¹
Year 1 – 2020/21	147	3825.9	3911
Year 2 – 2021/22	145	3949.9	3967
Year 3 – 2022/23	195	4144.9	

¹ Source: Police workforce England & Wales statistics

6. The total allocation over the full 3-year uplift programme originally equated to 487.
7. However, on 6 June 2022 a letter was received from the Policing Minister offering forces the opportunity to express an interest in 'over recruiting' above the year 3 PUP allocation, which Kent took up. The Force received confirmation on 6 July 2022 that its agreed 'over allocation' would be 43. As a result, this has increased the year 3 allocation from 195 to 238 (taking the total uplift to 530).
8. The Force achieved both year 1 and year 2 of the uplift programme and the recruitment plan for year 3 (up to 31 March 2023) is regularly reviewed to ensure the final year of the uplift will be achieved.

Police officer joiners:

9. Whilst the Force has worked tirelessly to achieve the PUP allocations and continues to do so in order to achieve year 3, it also has to ensure officers leaving the organisation - for whatever reason – are replaced.
10. The following table provides an overview of police officer joiners in year's 1 and 2, including their ethnicity.

	Police officer joiners (FTE)							Police Transfer
	by joiner type				by self-declared ethnicity			
	Police Standard Direct Recruit	Previously Special Constable	Police Rejoining	Total (excl Police Transfer)	% white	% ethnic minority	% not stated	
Year 1 - 2020/21	311	7	8	326	90.5	8.6	0.9	22
Year 2 - 2021/22	311	17	6	334	94.3	4.8	0.9	26

Source: Police workforce England & Wales statistics

11. April to August 2022, a total of 188 officers joined the Force (all entry routes); 7 were ethnic minority (3.72%) and 64 were female (34.04%).
12. In terms of new recruits, the May intake comprised of 86 students, 2 of whom were ethnic minority (2.33%) and 31 female (36.05%). Of the 91 students who started in August, 5 were ethnic minority (5.49%) and 31 female (34.07%).
13. As of week commencing 1 August 2022, there were 6 ethnic minority individuals in process for October's intake of 100 (6.00%).

Year 3 - 2022/23 recruitment plan:

14. There is a recruitment plan in place for the remainder of this financial year, which aims to ensure that officer strength is closely aligned to the agreed 31 March 2023 establishment.
15. Whilst on track the Force faces significant risk in terms of external influences, namely public and media perception of policing, the buoyant and unstable recruitment market and the activities of the Metropolitan Police Service (MPS) aimed at increasing transfers from other forces.
16. As at 30 June, there were 70 outbound transferee applications, of which 46 were to the MPS. These create a significant recruitment threat.
17. The Force has taken some ambitious and creative steps to ensure continued growth of the recruitment pipeline in light of this:
 - Introduction of a new Initial Police Learning and Development Programme (IPLDP). This comprises of 3 intakes of up to 60 people until 31 March 2023, providing another pipeline of applicants for whom the PEQF may not be viable.
 - Widening the entry criteria in line with Regulation 10 and utilising training or relevant work experience as criteria instead of A levels.
 - Temporary removal of the requirement to have a driving license – subject to achieving at a certain point in the training.
 - Inclusion of individuals from other forces via the PCSO and Special Constable entry routes.
 - Introduction of a specific programme to attract re-joiners, with leavers over the past 12 months being contacted to enquire and advertise re-join/return options where appropriate. The Force is also accepting re-joiners from other Home Office forces where Regulations allow.
 - Constable, Sergeant and Inspector transferee campaigns.
 - Development of an information campaign 'Keep it Kent' aimed at promoting the benefits of working for the Force. For officers considering a transfer to the MPS, the campaign aims to showcase why Kent Police remains an employer of choice and highlights the realities of the MPS offering.
 - HR and L&D teams supporting webinars which provide personal stories and Q&A sessions with officers who have transferred back to Kent from the MPS. These help illustrate the reality of a transfer to the MPS and the benefits of working for the Force.
 - Senior leaders contacting officers who have left during the past 12 months and offering them the opportunity to return. It is hoped that by reaching out some officers may be encouraged back into the organisation along with their skills.
 - Introduction of a new 'leaving the organisation' process to ensure anybody thinking of leaving is able to contact HR for support and guidance, particularly if they are uncomfortable discussing the matter with their line manager. Following consultation and feedback, the Force has also introduced Support Intervention Meetings, which aim to ensure any appropriate retention opportunities are explored as early as possible and people are supported professionally and with dignity.

- Officers being able to request a posting 'swap' with others to enhance their work-life balance. HR have developed a Yammer page to facilitate this by enabling officers to seek potential 'swap' candidates within certain parameters.
- Streamlining the 'Develop You' programme to simplify the process so individuals can be matched with opportunities and development providers as quickly as possible to help develop their career. At each stage, feedback is provided so individuals can see the progress of their application.
- Promotion and Career Development Opportunities: an autumn Sergeants board is planned for Constables wishing to progress to the next rank. Further promotion processes are planned for Chief Inspectors, having just run Superintendent and Chief Superintendent boards. The national College of Policing exams for Inspectors are being held in October and the National Investigators Exam in September and again in November. For Police Staff, the Force is considering the next round of the Police Staff Leadership Pathway.

Application data:

18. The table below shows the total number of new police constable applications received, broken down by standard entry and the bespoke detective Investigate First Programme for 2019/20, 2020/21, 2021/22 and 2022/23 financial year to date. It is further broken down by ethnicity and gender:

New Police Constable Applications

Data split by Standard Entry New Recruits & Investigate First New Recruits

**2022/23 is for the period 1st April 2022 to 31st July 2022*

	2019/2020	2020/2021	2021/2022	2022/23
New Recruits (not inc IF)	2499	3033	1692	611
<i>Female %</i>	29.29%	28.52%	32.45%	34.53%
<i>Ethnic Minority %</i>	8.40%	8.61%	7.92%	12.77%
Investigate First	344	270	463	186
<i>Female %</i>	61.05%	59.63%	55.94%	61.29%
<i>Ethnic Minority %</i>	11.63%	10.74%	10.15%	9.14%
Total	2843	3303	2155	797
<i>Total Female %</i>	33.13%	31.06%	37.49%	40.78%
<i>Total Ethnic Minority %</i>	8.79%	8.78%	8.40%	11.92%

19. The figures show that between 1 April and 31 July 2022, a total of 797 applications were received. Of note, 130 of these (or 16.31%) were received following the reopening of the traditional IPLDP entry route.
20. Of the 797 applications received, 95 (11.92%) were from ethnic minority candidates and 325 (40.78%) from females.
21. The Investigate First Programme continues to attract a high proportion of female applications. Of the 186 Investigate First applications received, 61.29% were from females. The proportion of applications from Ethnic Minority candidates also remains strong.
22. In respect of the recruitment pipeline, as of 8 August 2022 there were 629 applications in process; 272 (43.24%) were female and 55 (8.74%) ethnic minority.
23. In July, there was a positive increase in applications with 288 received, including 104 in the week commencing 11 July. Of the 104, 14 (13.46%) were from ethnic minority applicants followed by 18 (22.50%) in the week commencing 18 July. Week commencing 18 July saw the highest headcount of ethnic minority applications in 12 months.
24. It should be noted that whilst the data is promising, applicants can fall out of the process at various stages and so not all will be successful. However, there is no adverse impact on ethnic minority candidates at the stages within the Force's control, and this continues to be monitored at the Strategic Application Assurance Group.

Officer representation:

25. The following table shows the proportion of ethnic minority and female officers as at 31 March 2020, 2021 and 2022. The proportion of both ethnic minority and female officers has increased.

	Police officers (FTE)				
	Gender		Ethnicity		
	% male	% female	% white	% ethnic minority	% not stated
2019/20	69.7	30.3	95.1	3.5	1.5
2020/21	68.5	31.5	94.3	3.9	1.8
2021/22	67.2	32.8	94.1	3.9	2.0

Source: Police workforce England & Wales statistics

26. As at 31 July 2022, there were 149 ethnic minority officers in the Force (3.76%); the county's ethnic minority population is 6.9%.

27. With regards to female officers, as at 31 July 2022 there were 1,343, (33.85%); the highest ever number and proportion.

Work to promote recruitment (including diversity):

28. The Force continues work to increase the proportion of applications from the widest range of communities and an Outreach Task Force (OTF) led by the Positive Action Team went live in November 2021.

29. The OTF continues to deliver Positive Action based careers outreach and activities. Between 8 November 2021 and 31 July 2022, the OTF delivered a total of 192 career outreach events (140 physical and 52 virtual). This led to engagement with 3,925 individuals, 1,286 (33%) of which were from an ethnic minority and 2,249 (57%) female. The team have also delivered 11 Positive Action Investigate First pre application workshops. Police officer and police staff Recruitment Ambassadors also continue to support outreach, the cadre standing at 123 (32 staff and 91 officers).

30. An event of note was an exclusive Positive Action Black and Black Heritage Virtual event that was delivered on 11 July 2022 hosted by the Chief Constable and Councillor Lady Lola Oyewusi. 27 members of the Black and Black Heritage community attended with a pool of 60 individuals registering an interest (ROI) to attend. Keynote speakers included officers at Constable, Sergeant and Chief Superintendent rank presenting authentic lived experiences as black police officers. The event included a presentation from Mr Burton the Force Independent Police Advisory Group (IPAG) Chair. As of 2 August 2022, 2 applications had been received directly from the individuals on the ROI and 1 person had joined the Positive Action Engagement Programme.

31. A broader recruitment event was delivered on 3 August 2022. This was also hosted by the Chief Constable with 3 keynote speakers at Constable, Sergeant and Superintendent rank to provide inspiring stories for potential recruits.

32. Since January 2022, 50 events have taken place in higher education establishments with a further 4 scheduled. All those who have already taken part have been re-contacted to offer those considering applying personal engagement sessions. To date, 18 students (16 females, 2 males) have received personal engagement sessions to support and encourage their application to Kent Police.

33. The OTF supported the Corporate Recruitment Team to deliver 4 Investigate First recruitment processes between April and July 2022. The OTF also contacted individuals who were interested in the role and held bespoke workshops for females and ethnic minorities. This supported the overall achievement of 186 applications (114 female and 17 ethnic minority).

34. The Positive Action Engagement Programme for ethnic minorities launched on 18 April 2022. It was developed to attract and encourage applications from ethnic minority individuals and is in addition to existing Positive Action activities. The programme includes a 30-minute pre application 1-2-1 engagement session, access to bespoke skills workshops and a dedicated landing page with guidance/helpful content, and regular engagement. As of 2 August 2022, 10 candidates had enrolled for the Positive Action Engagement Programme. Since the programme began, 37 individuals have been reviewed for membership, having registered their interest. The programme is being advertised through digital and physical information packs and a QR coded leaflet. Distribution to stakeholders includes Recruitment Ambassadors, Support Networks, IPAG's and Community Liaison Officers to maximise awareness and signposting of interested parties.
35. The Defence Employer Recognition Scheme (ERS) Gold status has been awarded to Kent Police and certifies the collaborative efforts to provide excellent support to the Armed Forces community. An awards service will be held in October, but Force communications and the website now reflect the new status as a Gold award holder. The OTF are working closely with the Armed Forces Network and Corporate Communications, continuing to develop initiatives to enhance recruitment outreach, marketing, and the support available to candidates with military experience.

Holding to account:

36. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
37. The meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the [Making Kent Safer](#) Plan and policing generally in the county.
38. The Force has, and will continue to provide a substantive update on the number of officers recruited, breakdown by entry routes and overview of recruitment activity to date.
39. Chaired by the Deputy Chief Officer, the Chief Finance Officer has an open invitation to attend the Force Resourcing Board which is where key stakeholders maintain an overview of establishment management and consider requests for change in line with Force priorities, funding and threat, risk and harm. In addition, it also provides oversight of key work streams aimed at increasing officer numbers and deals with any frustrations or barriers to achieving the overarching goal.
40. The Commissioner also has, and will continue to hold the Chief Constable to account via their regular one-to-one meetings and briefings.
41. Kent Police now has the highest number of police officers in its history. As at 31 March 2022, there were 785 more full-time officers than when the Commissioner came into office in 2016. This is a fantastic achievement, and the Commissioner would like to congratulate the Chief Constable and thank all the officers and staff involved for their dedication and hard work.

Recommendation:

42. The Kent and Medway Police and Crime Panel is asked to note this report.

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Matthew Scott
Kent Police and Crime Commissioner

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Record of Decision

ORIGINATOR: Head of Policy Coordination & Research	REFERENCE: OPCC.D.030.22
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TITLE: PCC Succession Plan

OPEN <input checked="" type="checkbox"/> CONFIDENTIAL <input type="checkbox"/>	Reason if Confidential:
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EXECUTIVE SUMMARY

Following the announcement from Part One of the Review into the role of Police and Crime Commissioners (PCCs), in a letter dated 9 July 2021, the Minister of State for Crime and Policing advised:

“... we committed to legislating.... to mandate that all PCCs must appoint a deputy.

The necessity for a deputy has been brought into sharp focus by the Covid-19 pandemic, which led to an enforced delay to the PCC elections in 2020... Selecting a deputy not only provides the local accountability model with greater resilience in the event of incapacity, for example, but also the ability to effectively carry out the duties and responsibilities of the role by increasing the capacity of the model...

... I expect all PCCs to work with their office to put in place a formal succession plan to be followed in case of vacancy or incapacitation, where one does not already exist. I would also ask that you involve your police and crime panel in these discussions as necessary, given their statutory role in this process...”

To date the PCC has not appointed nor considered it necessary to appoint a Deputy but will keep this under review as the Home Secretary’s plans to expand the role of PCCs emerge and are enacted.

The PCC therefore endorsed a draft Succession Plan which would see the person holding the statutory role of Chief Executive being considered for appointment as acting commissioner in the event of his incapacitation or the position becoming vacant. Subsequently, the Plan was considered and agreed by the Kent and Medway Police and Crime Panel at their meeting on 16 June 2022.

The Succession Plan will be regularly reviewed. If a Deputy is appointed by the PCC or if there is a change in the person holding the position of Chief Executive, the Police & Crime Panel will be informed.

RECOMMENDATION

The PCC is recommended to formally adopt and publish the Succession Plan in case of vacancy or incapacitation.

DECISION

To formally adopt and publish the PCC Succession Plan until such time as the PCC decides to appoint a Deputy, or the Government mandates the appointment of a Deputy in law.

Chief Finance Officer:

Comments: Not required.

Signature:

Date:

Chief Executive:

Comments: Commissioner, this decision notice discharges the requirement to have a formal Succession Plan in place in the event of your incapacitation or intention to leave the role. As you have not appointed a Deputy PCC, as your statutory officer I am able to fulfil this position in a temporary capacity. I would work closely with the Police & Crime Panel to ensure the responsibilities of the office were discharged lawfully, and to commence the process of finding a permanent solution/replacement were that to be required.

Signature:



Date: 25 July 2022

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: I am satisfied that this adequately fulfils the requirement to have a Succession Plan in place, which can be reviewed if my decision around the appointment of a Deputy were to change, or it became mandated in law.

Signature:



Date: 29 July 2022

BACKGROUND DOCUMENTS:

'Concluding Part One of the PCC Review' - Home Secretary's Statement to Parliament, 16 March 2021

IMPACT ASSESSMENT:

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

Supports delivery of the priorities by ensuring resilience in the day to day functioning of the PCC role for an interim period should the current PCC be incapacitated, or the position become vacant.

Has an Equality Impact Assessment been completed?

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

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

Yes No

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

However, it should be noted that the recruitment and selection process for a Chief Executive is open, transparent and complies with all relevant legislation.

Matthew Scott
Kent Police and Crime Commissioner

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The Office of the Kent
Police and Crime
Commissioner
Sutton Road
Maidstone
Kent
ME15 9BZ



Record of Decision

ORIGINATOR: Chief Executive	REFERENCE: OPCC.D.031.22
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TITLE: Appointment of Temporary Chief Constable
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OPEN <input checked="" type="checkbox"/> CONFIDENTIAL <input type="checkbox"/>	<i>Reason if Confidential:</i>
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EXECUTIVE SUMMARY

The Chief Constable of Kent Police, Alan Pughsley QPM, has notified the PCC of his intention to retire; his agreed last date of service will be Sunday 2 October 2022. It is normal within Police regulations for the substantive Deputy Chief Constable to perform the role of Chief Constable during periods when they are absent. Such short-term arrangements do not require formal notification to the Police & Crime Panel.

However, the retirement of the Chief Constable triggers the requirement for a full recruitment process to commence as soon as possible. The process from commencement, advert through to appointment, and any notice periods for the successful candidate mean the position of Chief Constable will be vacant for a number of months. It is therefore appropriate to inform the Police & Crime Panel of the interim arrangements that will ensure Kent Police is appropriately led in the intervening period.

As PCC, Mr Scott has formally spoken with the Deputy Chief Constable, Timothy Smith, who has agreed to perform the role of Temporary Chief Constable of Kent Police until the appointment and arrival of the new Chief Constable. This is not an appointment in legislation that requires a formal confirmation hearing by the Police & Crime Panel.

A temporary contract will be issued to Mr Smith so that all statutory responsibilities of the Chief Constable can be discharged. This temporary contract will cease upon the appointment and arrival of the new Chief Constable.

RECOMMENDATION

Not applicable as direct decision by PCC.

DECISION

The PCC has appointed Deputy Chief Constable Timothy Smith as the Temporary Chief Constable until the appointment and arrival of the new Chief Constable.

Chief Finance Officer:

Comments: All financial considerations for the appointment of Temporary Chief Constable Timothy Smith have been taken into account. With the retirement of the Chief Constable, there are no additional financial pressures as a result of the appointment.

Signature: 

Date: 5 September 2022

Chief Executive:

Comments: This is a direct decision made by the PCC to ensure Kent Police is appropriately led whilst the search for a new Chief Constable is underway. It is lawful and the most appropriate decision for the Deputy Chief Constable to perform the role of Temporary Chief Constable. This ensures all statutory functions of the Chief Constable can be discharged by Mr Smith.

Signature: 

Date: 1 September 2022

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: It is my responsibility as PCC to appoint a Chief Constable. I will be providing the details of my intended recruitment process to replace Chief Constable Pughsley in the near future. In the meantime, I have appointed Temporary Chief Constable Timothy Smith to lead Kent Police and ensure the priorities within my Police & Crime Plan are actively progressed and delivered whilst I undertake the recruitment process.

Signature: 

Date: 1 September 2022

BACKGROUND DOCUMENTS:

None

IMPACT ASSESSMENT:

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

This appointment will ensure the Force continues to deliver on the strategy and objectives set out in the Police and Crime Plan until the arrival of the new Chief Constable.

Has an Equality Impact
Assessment been completed?

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

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

Yes No
The decision is administrative in nature and therefore does not have a differential/adverse impact on any particular strand of diversity.

By: Anna Taylor, Panel Officer, Kent County Council
To: Kent and Medway Police and Crime Panel – 27 September 2022
Subject: Complaints Against the Commissioner – Annual Report 2021/22

1. Introduction

- 1.1 The Police and Crime Panel (PCP) receives an annual report in relation to complaints made against the Police and Crime Commissioner (PCC).
- 1.2 The purpose of this report is to provide the Kent and Medway Police and Crime Panel with an overview of the work undertaken by the PCP's Complaints Sub-Committee over the period July 2021 – June 2022.

2. Complaints procedure

- 2.1 The powers of the PCP in respect of complaints are prescribed by the Police Reform and Social Responsibility Act 2011, and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.
- 2.2 The PCP is responsible for handling complaints made against the PCC and for informally resolving non-criminal complaints, as well as complaints or conduct matters that are referred back to the Panel by the Independent Office for Police Conduct (IOPC).
- 2.3 The PCP is also required to forward any serious complaint it receives against the PCC to the IOPC. The definition of a serious complaint is 'a qualifying complaint made about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence', as per paragraph 2(6) of Schedule 7 to the Police Reform and Social Responsibility Act 2011.
- 2.4 When a potential complaint is received (either via the Panel or the OPCC) the Regulations provide for an initial decision to be made on whether to record the complaint and, if so, whether to disapply the Regulations. The criteria by which these decisions are made are set out in Regulations and in the Panel's policy. The Panel has delegated the initial complaint handling and recording decision-making to the PCC's Monitoring Officer (the OPCC Chief Executive). This delegation is in line with Home Office advice and is the approach adopted by most other Panels. The Explanatory Memorandum that accompanies the Regulations states: - "The Government takes the view that the task of the initial

handling of complaints and conduct matters sits well with the role of the monitoring officer. Further, allowing scope for these matters to be dealt with internally in the first instance will promote the early resolution of minor complaints without unnecessary bureaucracy”. To ensure appropriate monitoring and to allow for relevant information sharing, the initial complaint handling and recording decisions taken by the PCC’s Chief Executive is taken following consultation with Panel Officers.

- 2.5 A complaint against the Police and Crime Commissioner is an allegation or expression of concern that he has taken or not taken an action personally. General criticisms of a PCC or of PCCs in general, or complaints about operational policing do not come within the scope of the Regulations.
- 2.6 The current complaints Policy, as set by the Panel, [is published online](#) via KCC’s website.

3. Complaints since July 2021

- 3.1 10 complaints were received in total against the PCC, Matthew Scott, for assessment against the regulations between July 2021 and June 2022. A summary of complaints activity can be found below:

Complaints Received for Assessment	2021 - 2022	2020 - 2021	2019 - 2020
Recorded complaints – disappplied	6	5	3
Recorded complaints – Sub-Committee convened	1	0	0
Complaint received and not recorded	3	0	1

- 3.2 Of the three complaints which were not recorded, one complainant was instead given an explanation about why the complaint had been referred to the Kent Police Professional Standards Department. The other two were advised that further action with regards to their complaints could be taken via application for a judicial review only as these related to OPCC review decisions over complaints originally made to Kent Police.
- 3.3 In the 6 cases where the complaint was recorded, the Regulations were disappplied on the grounds that the complaints were “vexatious, oppressive, repetitious or an abuse of the complaints process” – these categories are defined in the Regulations. The reasons for disapplication and non-recording, were provided to and discussed with Panel officers at the time and officers are

fully satisfied that the PCC's Monitoring Officer made the correct decision in every case.

- 3.4 In one case the complaint was recorded and passed to the PCP for further action. The Complaints Sub-Panel was convened to discuss and resolve this complaint as set out in point 4 below.
- 3.5 The above data shows an increase in the number of recorded complaints made against the Commissioner. One complaint was considered by the Panel's Complaints Sub-Committee during this period, with the Sub-Committee not upholding the complaint. Officer contact with other Panels continues to suggest that the number of complaints (recorded or otherwise) against the Kent Commissioner remains low compared with other Commissioners.

4. Complaints Sub-Panel

- 4.1 The Membership of the Complaints Sub-Panel convened to consider this complaint was:
 - Councillor Ashley Clark (Canterbury CC)
 - Councillor Shane Mochrie-Cox (Chair) (Gravesham BC)
 - Councillor Lesley Dyball (Sevenoaks DC)
 - Councillor Richard Palmer (Swale BC)
 - Mrs Elaine Bolton (Independent Member)
- 4.2 The Complaint Sub-Panel considered the complaint against the PCC on 28 October, the agenda and minutes can be found here: [Agenda for Kent and Medway Police and Crime Panel - Complaints Sub-Committee on Thursday, 28th October, 2021, 10.00 am](#)
- 4.3 The Panel resolved that the complaint not be upheld and no formal action should be taken against the Commissioner. The Panel asked that the Commissioner notes their observation in relation to addressing the behaviour of the individual rather than the person. The Commissioner has been advised of this in writing of this.

5. Recommendation

- 5.1 That the Panel notes the contents of this report

Contact:

Anna.taylor@kent.gov.uk 03000 416478

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Police and Crime Panel - Future work programme (September 2022)**6 December 2022**

Update following PEEL Inspection Report	Requested by the Panel/Offered by the Commissioner	PCC
Update on Violence Against Women and Girls Inquiry	Requested by the Panel/Offered by the Commissioner	PCC
Update on VRU	Requested by the Panel/Offered by the Commissioner	PCC

1 February 2023

Draft Plan and Precept Proposal	Statutory Requirement	PCC
Budget and Precept Proposal 2023/24	Statutory Requirement	PCC
Panel Annual Report	Requested by the Panel	Panel

18 April 2023

27 June 2023

Election of Chair		
Election of Vice-Chair		
Update on Fraud		

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 8 June 2022
Venue:	Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
Attendees:	<p>Office of the Kent Police and Crime Commissioner:</p> <ul style="list-style-type: none"> Matthew Scott - Police and Crime Commissioner (PCC) Rob Phillips - Chief Finance Officer <p>Kent Police:</p> <ul style="list-style-type: none"> Alan Pughsley - Chief Constable Ian Drysdale - Deputy Chief Officer (DCO)
Apologies	Adrian Harper - PCC's Chief Executive

1. Welcome & Introduction

- Welcoming the Chief Constable, Mr Drysdale and their team, the PCC expressed his thanks for the papers.
- He also welcomed Mike Hill and Gurvinder Sandher, the Chair and Vice Chair of the Kent and Medway Police and Crime Panel who were in attendance.
- The PCC advised a key part of the meeting would be the Inspections, Audits & Reviews paper following HMICFRS' PEEL assessment of Kent Police. He said it would be an opportunity to acknowledge the good work that was recognised but also to discuss the areas for improvement which were identified.

2. Notes of Previous Meeting - 16 March 2022

- The notes were agreed as a true and accurate record and the following action updates provided:
 - Outside the meeting provide an update on when the Digital Asset Management system would go-live - discharged, received with thanks.

3. Delivering the 'Making Kent Safer Plan - 2022 to 2025'

- The PCC explained the purpose of the paper was to demonstrate how Kent Police would deliver the priorities set out in the new Police and Crime Plan which came in to force on 1 April.
- The Chief Constable advised it was a future looking paper, but he would draw on some examples and historical data to show why the Force believed its activities would lead to success.
- He said the Plan complemented the Force's Mission, Vision, Values and Priorities (MVVP), adding that the themes of violence against women and girls (VAWG) and child centred policing were also at the heart of the Control Strategy.
- Work with residents, communities and businesses to prevent crime and anti-social behaviour**
- The Chief Constable said the Force had worked closely over many years with communities and local businesses and was dedicated to preventing crime and ASB. Responding to the needs of local communities, dealing with wanted offenders, quality investigations and ensuring offenders were brought to justice was what Kent Police was about.
- Engagement was fundamental; under the Neighbourhood Policing Model the Force had dedicated Rural Officers, Youth Engagement Officers and Community Liaison Officers (CLOs) who worked alongside the dedicated Community Safety Units based in each District.
- The Force engaged both physically and digitally, but one of the best tools for interacting with the community was through 'My Community Voice'. Launched in early January, the Chief Constable said there were already 7,000 members of the public signed up with users rating the quality of engagement 5.45 out of 6.
- Despite it being a difficult and challenging period, over the last 4 years the Chief Constable reported a small reduction in victim based crime, 123 less victims. In 2020, he said there was a 12% reduction or nearly 20,000 less victims.

- The Force had strong relationships with the business community and would continue to maximise the Business Crime Reduction Partnerships. It also had an effective Business Crime Advisory Group that it would continue to work with.
- Referring to the paper, the Chief Constable highlighted several areas where the police would focus support for businesses; he also commented on the increase in Town Centre Officers to about 52.
- Noting the paper primarily covered activity to prevent crime, the PCC asked how the Force would prevent ASB. The Chief Constable explained levels of ASB had been affected by Covid which made it difficult to compare with 2019; he reported a 45% reduction in the period October 2021 to January 2022 - just under 7,000 less incidents. He said it was an absolute priority and key to delivery were the Community Safety Units and current Problem Solving Taskforce.

Tackle violence against women and girls

- The Chief Constable stated this had been a priority for Kent Police for as long as he had been with the organisation. He said it was front and centre in the Control Strategy and Kent Police was one of three forces nationally identified as an exemplar by DCC Maggie Blythe, the lead for VAWG.
- The Force had a strong basis to work from but was not complacent or arrogant as more could be done. He advised the Force had lots of data and information to shape developments, including the PCC's survey results and feedback from Chief Officer led engagements with members of the public.
- The Chief Constable stated there were over 900 officers specifically investigating offences categorised as VAWG, such as domestic abuse (DA) and rape.
- Commenting that he still believed the horrendous murder of Sarah Everard was a watershed moment in policing, he advised the Force was one of very few to offer an officer verification check process whereby a member of the public could ask for confirmation that the person in front of them was a police officer. He said so far about 70 had been requested - in the main victims of DA who were visited by a detective or an investigator; or in simple terms, a scared and frightened victim visited by an officer in an unmarked car and plain clothes.
- The Chief Officer led engagement sessions had also resulted in the creation of a new Community Engagement Forum which met bi-monthly, was chaired by an ACC and involved over 100 members of the public.
- Highlighting how feedback had helped shape the Force's strategy, the Chief Constable explained that historically patrols were in the main sent to areas where crime was being committed; he said whilst this would continue, the strategy had changed and they were now also going to areas where women and girls felt frightened or scared.
- As an exemplar, the Chief Constable reported the Force had received funding from the Home Office to continue its work. He advised the Force was contributing to a national performance framework; expressing caution, he said national scorecards could become league tables, leading to targets and unintended consequences.
- In terms of positive national work, the Chief Constable highlighted the VAWG toolkit.
- The Chief Constable highlighted that some communities were affected by VAWG in other or different ways and maybe scared of the police because of their background or culture. He said the Diversity and Inclusion Academy was working with partners, CLOs, the Independent Police Advisory Group to engage with them.
- The dedicated Phoenix Rape Investigation Team was performing well in terms of caring for victims, arresting offenders and improving outcome rates. Noting the PCC's investment in dedicated Sexual Offence Liaison Officers (SOLOs), the Chief Constable advised there was a shared frustration around how quickly cases were getting court.
- The Chief Constable said he was personally pleased to see VAWG in the Plan and would be very disappointed if it was not in every PCC's Plan as he considered it an important priority for any community.
- With regards to officer verification checks, the PCC said it was good to hear that people were using the process and to understand the circumstances. He asked if it was being shared with the national VAWG Working Group; the Chief Constable confirmed it was. He said it was one of the reasons the Force was one of only three to receive additional funding. He added that DCC Maggie Blythe had visited Medway and seen how important VAWG was to Kent Police.
- Noting it was a curiosity of the national VAWG Strategy, the PCC advised men and boys were incorporated within it. Acknowledging that men were often the perpetrators, he sought reassurance that men or boys who were victims of similar offences would receive the same service. The Chief Constable confirmed they would; by way of example, he said about 73% of DA victims were female and 27% male, but it was known that not all victims reported to the police. He said it was right and proper that a male subject to DA should receive exactly the same service.

Protect people from exploitation and abuse

- The Chief Constable reported that the Force responded to over 40,000 DA incidents in 2021 and it was therefore a key part of the VAWG strategy and a large element of demand.
- He said it was an area watched carefully by the Force and rightly challenged by the PCC, but also linked to the HMICFRS PEEL inspection. There were areas the Force needed to improve including investigation, but in part that was an unintended consequence of the large amount of new police officers who were still learning the job. Whilst it was great to have the new officers, the Chief Constable said they lacked the experience of those lost in recent years. He added the Force had a plan in place and some significant improvements had already been made.
- The Chief Constable highlighted three changes that he said were already working well:
 - creation of Proactive DA Teams to target those offenders causing the greatest harm and to work with partners to address longer term issues;
 - creation of a DA Hub which operated 7 days a week and was staffed by experts to provide the best response. He said the rapid video response pilot was also working incredibly well;

- creation of the DA Liaison Officer role (DALO) - a dedicated officer or member of staff who made sure each victim received the best service.
- The Chief Constable stated that he wanted DA incidents, repeat offenders and repeat victims to decrease, but more importantly he wanted the 'true' picture; encouraging victims to report DA, he said it would be recorded properly and investigated to the best of the Force's ability. He added that last year there was a decrease of about 3.5% or 1,000 less victims, but that did not make it any less of a priority as not all DA was reported to the police.
- In terms of child exploitation, the Force had Missing and Child Exploitation Teams on each Division which worked closely with the County Lines and Gangs Team, the Schools Officers and Youth Engagement Officers. Whilst often not talked about because of the covert nature of their work, the Paedophile Online Investigation Team worked to find, identify and arrest offenders and safeguard children.
- The Force had invested in a dedicated Child Exploitation Trainer to deliver training and they had also developed a toolkit called the AWARE Principle. Last year, the Force's all-out briefing day at Detling Showground was on the abuse of children from a victim's perspective.
- With regards to Modern Slavery and Human Trafficking, the Chief Constable said there was illegal migration via marine vessels, aircraft, lorries and cars pretty much every day. The organised element of it was criminal and the Force worked closely with Border Force and the NCA. He said some migrants were young and if they were tricked or deceived, they were often forced into sexual offending, domestic servitude or county line criminality. May 2021 to April 2022, the Force referred 352 vulnerable people into the National Referral Mechanism.
- Commenting that it was good to see innovation around how to address the findings of the PEEL Inspection, the PCC asked what training the DALOs would receive and whether they would have other responsibilities. The Chief Constable said the intention was that they would not have other responsibilities and the initial route would be an accredited Level 1 Investigator, with additional training in Achieving Best Evidence and a new 5-day specialist DA course. The role would be reviewed to ensure their time was spent efficiently, effectively and productively, but in the same way a SOLO provided unique care and compassion to rape victims, they would do the same for DA victims.

Combat organised crime and county lines

- The Chief Constable stated he was pleased this was a priority in the Plan because if it went unchecked, the impact on local communities would be frightening. He added that much of the work was covert and unseen.
- The Serious and Organised Crime Team within SCD had primacy for serious organised crime. Crime types included drug importation and supply, firearm offences, aggravated burglary and other high-profile criminality.
- Currently there were 44 organised crime groups (OCGs) in Kent, with 32 under the ownership of the Serious and Organised Crime Team. On average, every 36 hours the Force was dealing with an OCG. In the last 4 years, there had been over 1,000 high level enforcements with guns, knives and class A drugs seized and about £7m in assets.
- Noting the Force would continue to take part in large scale operations and work with the NCA, the Chief Constable said that because some tactics were very intrusive, the scrutiny, transparency and accountability had to be at the highest level and so it was quite rightly him who had to sign off covert authorities.
- The Chief Constable advised that as part of the growth funded through precept, the Force had a dedicated County Lines and Gangs Team which had been enhanced through the Government's uplift programme. 35 Investigators were targeting the top 30 active county lines, primarily supplying crack cocaine and heroin from London. He added the Force also had a close working relationship with the Metropolitan Police Service (MPS) and British Transport Police.
- The Chief Constable reported that in June 2021 there were 45 active county lines and there were now 40; he added that within the last 12 months the figure had been 82, so the team was working well.
- The Force didn't just deal with offenders, the County Line Intervention Officers also looked at prevention and worked with partners to identify, safeguard and protect those involved, including moving children out of the county.
- The Chief Constable said the future included closer working between the CSPs and Violence Reduction Unit - to prevent crime, there was a need to look 3-4 years ahead and engage with those at risk of being drawn into criminality.
- Thanking the Chief Constable, the PCC advised that the new Gangs Intervention Service contract commissioned by his office came into effect from 1 July, adding that he looked forward to working with Kent Police and Catch22.

Be visible and responsive to the needs of communities

- The Chief Constable stated deployment was based on three principles: visibility, vulnerability and public contact.
- He said the wording in his and the PCC's joint vision 'visible and local policing will be at the heart of our policing model' would not change.
- Acknowledging there were challenges ahead, he advised a Neighbourhood Policing Review was underway; he said his job was to try and put the most efficient and effective operational model in place to deliver the Plan, and therefore serve the community. Although there were lots of rumours about the Review, he said he had to be loyal to the process because it affected people, adding the outcome would hopefully be known in the next month or so. In asking for the PCC's support, the Chief Constable said his promise was that the Review would enhance the local policing model.
- The 13 Districts were all served by Local Policing Teams and Community Safety Units which worked closely with partners and focused on prevention, deterrence and community engagement.
- The Force currently had 28 Schools Officers across 68 schools. The Chief Constable said in light of the Neighbourhood Policing Review there would be a controlled uplift in numbers, but the plan was still to get towards 70 and for them to work with every senior school and educational establishment in the county, plus years 5 and 6.

- The Force currently had a Problem Solving Taskforce staffed by PCSOs which was doing a phenomenal job - centrally owned, locally delivered long-term partner and community problem solving. Noting it was part of the Neighbourhood Policing Review, the Chief Constable said his commitment was that such functionality would be retained, although he was unable to say how it would be delivered.
- In terms of the Force Control Room the Chief Constable advised that despite channel shift, 999 call answering was taking longer than it should. He reported that on his behalf the Deputy was reviewing the practice of moving staff from 101 to 999's when busy to ensure it was working as seamlessly as it had in the past.
- The Force received approximately 60,000 contacts from the public per month, with an average of 29,000 999 calls answered each month - up about 16.5%.
- With regards to ASB the Chief Constable reported that in September 2021 the Force began to offer online reporting. He said despite this, between October and January 2022 ASB decreased significantly.
- The PCC said he was pleased the Force would be retaining a problem solving capability as part of the Neighbourhood Policing Review. He also appreciated the Review was ongoing and noted that no conclusions had been drawn yet.
- Noting the Government's recent publication of 999 performance league tables, the PCC asked the Chief Constable if he was satisfied with the Force's call answering time. The Chief Constable stated that he was in the main, adding the data was always out of date by the time it was published and used to create league tables with context missing. He advised the Deputy was looking carefully at the resources and whether the increase in 999 calls was being managed in the most efficient and effective way. He added there was a link to people leaving the FCR. Whilst the answer was 'yes, he said he needed a little more information to be reassured and offered to provide an update at the next meeting.
- The PCC asked how the Force had embraced the NPCC Race Action Plan. The Chief Constable stated the Force wholeheartedly accepted the Plan, but advised it was ahead of the curve having introduced the Diversity and Inclusion (D&I) Academy prior to its launch. He commented that quite rightly the national plan focused on race and black communities and whilst he wholeheartedly signed up to Kent Police being free of race discrimination, the Force diversity plan looked at all protected characteristics. He said he received a briefing on the D&I Academy four times per year and suggested it could be a theme for a future meeting.

Prevent road danger and support Vision Zero

- The PCC reported that KCC and KFRS were delighted with how the Force had gripped Vision Zero and associated partnership working. He asked for it to be put on record that the approach the Force was taking had been well received.
- Thanking the PCC, the Chief Constable said trying to make the roads safe, tackling the fatal four and preventing criminals using the road network was not just a Kent Police responsibility.
- He said it would continue to be a priority and that local taxation had gone into additionality; the Force had a dedicated Roads Policing Unit (RPU) and a dedicated Special Constabulary RPU - probably the only one in the country. There was a weekly Tactical Board with Kent Safer Roads Partnership to ensure the Vision Zero safe system remained a focus and priority for all partners.
- With regards to speeding, the Chief Constable said there were 73 fixed camera sites across the county with the facility to utilise mobile cameras based on threat, risk and harm.
- Thanking the PCC for his support, the Chief Constable said at the recent awards ceremony the PCC heard first-hand about collision response. Local Policing officers and then specialists from the Serious Crash Investigation Unit turned up to probably one of the most harrowing of crash scenes with four people dead, one survivor and lots of upset family close by. About 25 officers received a Chief Constable's commendation for their work at what was a horrendous incident. He said the impact on the family of losing a loved one was never lost on him, the PCC or officers/staff.
- The PCC asked that his thanks be placed on record to those officers who responded and were quite rightly recognised for their actions at what was a very difficult incident. He also commented on the experience of the officers concerned, noting that one was in her first week out of training school.
- In terms of major disruption on the road network, such as Operation Brock, the PCC asked about the impact on roads policing resources. The Chief Constable reported that it was less now because after much hard work with partners, they were now accepting more of what he believed to be their responsibilities. As lead agency Highways did a great job, but they were now taking on a more visible role in the management of the Gold Group and directing of vehicles. That said, it still had a massive impact - when Operation Brock was implemented, whilst there was still some resource, the RPU's focus was on managing the traffic and ensuring the safety of those caught up in it. He added if it was for a prolonged period, whilst in the main the impact was on the RPU there may be a need to draw on other resources.

Protect young people and provide opportunities

- The Chief Constable noted the opportunity element was often unmeasurable; from a policing perspective it involved taking someone away from vulnerability and giving them the opportunity to live and flourish.
- He stated young people were at the heart of the policing model and Control Strategy, adding there was a 4E approach to safeguarding and identifying vulnerabilities - Engagement, Early Intervention, Education and Enforcement.
- Led by a Manager, the Child Centred Policing Team consisted of the Youth Justice Team, Operational Schools Team, Child Exploitation Trainer and Missing Child Co-ordinator.
- A key element was hearing the voice of young people; through youth forums their views were gathered on topics such as stop and search which whilst emotive, in the Chief Constable's view was an important tool in preventing deaths.

- He explained the dedicated Youth Justice Team ensured disposals were appropriate and the Force was not unnecessarily criminalising young people. He said he hoped on most occasions alternative disposals or diversionary tactics were used, particularly where offenders were actually victims who had been bullied or intimidated.
- In terms of the Schools Team, he said there was an absolute desire to develop and increase capacity so that young people in schools and other educational establishments had regular interaction with police officers. He added that it would continue for the next 3 years of the Plan.
- Noting there were about 370 cadets, the Chief Constable stated it was widely considered the best scheme nationally, with many forces approaching Kent Police to understand how it had been achieved. There was an expectation that cadets did 3 hours volunteering per month, but he said some regularly did 200 hours which was quite staggering.
- Highlighting the 'Cadet Career Transition Pathway', he said it was designed to help older cadets in whatever career path they wished to follow, including those who wished to join the organisation in any capacity.
- Commenting that it was fantastic to see the Cadets being recognised nationally, the PCC sought reassurance that the Mini-Cadet programme would continue. Explaining that Mini-Cadets was for children aged 8-11 years and had so far been delivered in 25 schools to about 300 children, the Chief Constable said the plan was to make it as successful as the Cadet scheme. He added that by September, the Force hoped to have about 500 Mini-Cadets.
- Thanking the Chief Constable for the paper once again, the PCC said it was a helpful summary of work that was already under way and would continue over the duration of the Plan.

Action

- **Force: Update on the assessment of FCR demand, resources and whether 999 calls were being managed in the most efficient and effective way.**

4. Inspections, Audits & Reviews

- Introducing the item, the PCC said it would predominantly focus on the PEEL Inspection. He also noted the following:
 - That the inspection had taken place towards the end of last year and he had been briefed on some Areas for Improvement (AFIs) that had already been addressed.
 - There would be an extra Performance and Delivery Board later in the year to review progress against the Recovery Plan which the Chief Constable was leading personally.
 - Through his regular meetings with the Chief Constable, scheduled Performance and Delivery Board meetings and the extra meeting later in the year there would be excellent oversight.
 - There were some 'Outstanding' and 'Good' judgments, as well as lots of other good work which unfortunately did not make it into the report.
- The Chief Constable advised that in terms of governance both Deputies were leading the work and reporting to him.
- The DCO advised this was not the only forum where the PCC held the Force to account and scrutinised inspections, audits and reviews. There was a weekly briefing with the Chief Constable; a monthly organisational update; OPCC staff attended Performance Committees, Change Boards as well as other strategic forums; and he and the PCC's CFO attended the challenging Joint Audit Committee (JAC) which now also received regular updates.
- HMICFRS Publication - A joint thematic inspection of the police and CPS response to rape (phase 2): methodology used was to follow a victim from point of charge through to conclusion of the case. Kent was not selected to participate in the fieldwork. A lot of positives identified, not least the dedication and efforts of officers working with colleagues to ensure the correct outcome for the victim. However, also noted a lack of collaboration between police and prosecutors that led to delays. Nine recommendations, three of which were for Chief Constables.
- HMICFRS Publication - PEEL 2021/22: the report was published in April 2022. The DCO advised the Force did not agree with a lot of the content and provided counter-evidence but was yet to receive a detailed response. He said the Force accepted there were areas where it should and could improve, adding that some had already been addressed.
- The DCO reported that an Improvement Plan had been developed with substantial governance which utilised existing frameworks supplemented by further opportunities for both the Chief Constable and PCC.
- The DCO explained there were significant changes to the methodology - from 3 core pillars to 12 core areas and from a four-tier to a five-tier grading system - with HMICFRs advising it could not be compared with previous inspections. Even during the inspection, he said the methodology was further revised with assessments in two core areas - serious and organised crime and counter corruption and vetting - removed. The DCO said they were areas of significant strength and investment where Kent would have performed particularly strongly.
- There were nine graded judgements and a new Victim Service Assessment which was not graded but reviewed the victims' journey in six areas: call handling; deployment and response; crime recording, crime screening and allocation; investigations; and outcomes. Some of the material collected was included in the different graded areas.
- Crime Data Integrity (Outstanding) - the DCO stated the Force continued to lead the field nationally and was accurately recording more crimes than any other force. He said in reality Kent was recording many more crimes than other forces who were resourced better and therefore investigating fewer crimes with more people. Whilst some forces were dealing with less crime due to under recording, he said that would never be the case in Kent as the Force would never ignore its responsibilities around safeguarding which was far more important than gradings.

- One AFI centred around the collection of victim's protected characteristics. The DCO advised this was a national issue with all forces having a similar recommendation set by HMICFRS.
- Engaging with and treating the public with fairness and respect (Good) - areas of strength included the Problem Solving Taskforce, CLO's, Schools Officers, stop and search and use of force.
- One AFI in respect of surveying victims of crime and assessing public satisfaction; HMICFRS felt the Force could do better and go further. The DCO advised the Force employed its own survey team so it could undertake other surveys and be responsive to local need, adding many forces had outsourced the work and therefore lost control.
- Preventing crime and ASB (Good) - areas of strength included managing repeat vulnerable callers, ASB and risk reduction.
- One AFI around training for Neighbourhood Policing officers and staff. The DCO advised the Force provided training dependent on role, but there was an ambition to develop this further.
- Responding to the public (Requires Improvement) - noted the Force was strong on answering emergency and non-emergency calls and commented favourably on the Vulnerability Hub, officer actions at calls and recognising safeguarding needs.
- Four AFIs focused on identification of vulnerable repeat callers, provision of crime prevention and scene preservation advice, response to incidents and capacity and capability of response officers. The DCO reported that HMICFRS inferred they would like to see response targets within the Force's methodology. He stated the Force would prefer officers make their way safely to incidents based on professional knowledge and an assessment of the threat, risk and harm rather than endangering themselves or the public. He said the Force recognised there was a need to review response capacity and capability; this was underway through the Neighbourhood Policing review.
- Investigating crime (Requires Improvement) - areas of strength included effective crime investigation policies and governance, but the DCO noted the sample excluded serious and organised crime investigations. He added that the Force accepted it could do better.
- Six AFIs focused on resourcing, allocation, investigation plans, evidence led prosecution, victim needs assessments and when a victim withdraws support. The DCO said they were critical areas with many already addressed. He reported that governance had been strengthened, standards set and a new quality assurance framework introduced, adding that the Force began to see improvements before the report was published. Evidence led prosecutions had seen a significant step change, there were improvements within the Vulnerability Investigation Teams (VITs) and the number of qualified detectives was increasing at a higher rate than in other forces.
- Protecting vulnerable people (Adequate) - strengths included strategic and local governance of vulnerability, risk assessments, Multi-Agency Stalking Prevention Panels and the Missing Child and Exploitation Teams.
- Two AFIs around Protection Orders and the wellbeing of staff. November 2021 to April 2022, the DCO reported that 107 domestic violence prevention notices were issued and 100 domestic violence protection orders granted. He said surveillance of vulnerable staff was strong following PCC investment in occupational health and the Chief Constable had also made it clear that it would never be subject to compromise.
- Managing offenders and suspects (Requires Improvement) - areas of strength included Integrated Offender Management, governance and analysis, the County Lines and Gangs Team and Chief Constable's Crime Squad.
- Three AFIs around the use of bail and released under investigation (RUI), management of registered sex offenders (RSOs) and digital capability and capacity. The DCO advised the digital element would be addressed by the creation of new capability, such as in Ashford. He said a comprehensive bail management policy with appropriate governance was in place and RUI was a concern for all forces nationally as a new bail legal framework was due. He added management of RSOs was effective, but the Force would look to further strengthen it.
- Building, supporting and protecting the workforce (Good) - many strengths identified and no AFIs. The DCO stated that in his view it should have been 'Outstanding' as he was unable to see what more the Force could do.
- Strategic planning, organisational management and value for money (Good) - reference made to the Innovation Taskforce, Zenith programme, continued collaboration with Essex and seven forces, and good use of technology.
- One AFI around the Resource Allocation Formula which the DCO reported had already been addressed.
- PEEL Governance - the DCO stated it was robust; whilst the Force was having an exchange with HMICFRS, the 19 AFIs existed and it would get on with addressing them and deliver what was good for the public of Kent.
- The DCO outlined the governance structure: i) the existing Force Improvement Board where business owners would be held to account by the DCC; ii) the Chief Constable's PEEL Oversight Board which had limited attendance including the PCC's Chief Executive; iii) an extraordinary Chief Constable's Oversight Board with relevant business owners to allow further scrutiny; and iv) bespoke briefings and updates to the PCC.
- HMICFRS Inspection of Serious and Organised Crime: the DCO said this was a national inspection and informal feedback had been very positive. He added that a thematic report would be published in due course.
- The DCO reported seven internal audits had been finalised and five were in draft, adding that he and the PCC's CFO monitored them on a monthly basis and they also featured at the JAC. He said all the recommendations were being addressed and noted that the auditors still had much work to do.
- With regards to external audit, the DCO said the Force was confirmed as a going concern which was a good thing and there were no material errors or adjustments.
- Whilst the PCC acknowledged he would receive a copy of the PEEL Improvement Plan and a dedicated briefing shortly, he asked the Chief Constable to outline what action had, or was planned, to address the concerns around DA

investigations in particular. The DCO reported that during the inspection process he was present one Friday evening when the HMICFRS lead indicated there were 396 cases where it was felt victims were at risk. Because it just didn't ring true, a team was pulled together that evening and by the Monday morning - thanks to some very professional and dedicated individuals - all the cases had been reviewed and only one was assessed as requiring follow-up safeguarding action. The DCO stated that both the Detective Pathway and Investigate First had contributed significantly to detective capacity and the Chief Constable had created a new Chief Superintendent post specifically for DA, signifying its importance. He said the DA Hub was introduced on 18 May to maximise the response and support to victims, VITs had been strengthened and DALOs introduced. He added the Force had invested heavily in rapid video response to complement other systems and there were already some impressive figures: 189 cases; 110 victims, 79 appointments and 455 crimes and incidents reported and investigated.

- The Chief Constable advised that he had moved experienced detectives around the organisation. He said it was always a tricky challenge and noted there may be some disgruntled investigators who had been moved from where they wanted to be, to where he needed them. He added that not everybody could get what they wanted all of the time, so lots of experienced detectives had now been parachuted in to enhance the VITs.
- Thanking the DCO and Chief Constable, the PCC said it was interesting to hear that of the nearly 400 cases, only one required any action. Congratulating the Force, he stated it was really good and diligent work to take the feedback, turn it around so quickly and reassure victims that HMICFRS was wrong. He said it was important to push back; the Chief Constable agreed, adding that more importantly he was being told almost 400 victims were at risk which was fundamentally wrong. He said it was poor judgment and commentary by a member of HMICFRS staff.
- In relation to investigative capability, the Chief Constable highlighted that major crime and serious and organised crime were not inspected. He stated that if they were examined, the Force would be found to be the best nationally without any doubt at all. Whilst he accepted there were some areas that needed work, he said in terms of overall capability the Force was far better than 'Requires Improvement'.
- With regards to Crime Data Integrity (CDI) the Chief Constable explained there were some forces with 80% accuracy and yet HMICFRS had graded them 'Good' at investigations despite 20% of victims not being safeguarded. He questioned where the limiting judgement was based on the 20% that were not investigated at all. Agreeing, the PCC said he had assessed recently published force PEEL reports and there was a clear link between a grading of 'Good' or 'Outstanding' in CDI and 'Inadequate' or 'Requires Improvement' for investigations because diligence in crime recording resulted in increased investigative demand. He said the fact that some forces could be 'Good' at investigations, but not record crime properly in the first place was an anomaly that needed to be addressed.

5. People

- Noting that people were the Force's greatest asset, the DCO stated that despite the numerous routes into the service, Kent was one of the hardest force's - if not the hardest - to join as a police officer.
- He said the Chief Constable had always asked for additional elements to the Code of Practice to ensure the standard of recruit in Kent was high. Traditionally, that had included a higher pass mark than other forces, a senior officer interview which was not part of the national process and importantly a home visit.
- Noting that vetting and health also featured significantly in the assessment process he said that in Tom Winsors last State of Policing report he commented that the Police Uplift Programme (PuP) brought many opportunities, but one major risk - infiltration and poor vetting standards. He advised that the Force had improved processes and increased the number of people working in Vetting to mitigate against such risk.
- In terms of the PuP, the DCO reported the following:
 - Year 1 - the Force was asked to recruit 147 officers and over achieved
 - Year 2 - the Force was asked to recruit 145 officers and over achieved
 - Year 3 (current year) - whilst the Force was contending with a number of challenges, the figure was 195 officers by 31 March 2023; if achieved Kent would have 4,145 officers - the highest number ever.
- Total increase over the 3 years would be 487, in addition to replacing all those who had retired, transferred or left.
- The DCO advised that Year 3 brought new rules not seen previously which were punitive and financial in nature. If the Force under recruited the 195 in comparison to baseline year, it would be penalised in terms of the grant funding.
- 2021/22 saw 360 new joiners through all routes. The Force also had its first PEQF intake - 19 on the Degree holder programme, 52 the Degree Apprenticeship programme and 19 the Investigative First Degree holder programme.
- The DCO explained there was a recruitment plan for 2022/23 to ensure strength equalled establishment, but advised it was a moving feast and monitored daily in terms of attrition and those expected to join.
- In 2021/22, 301 officers left the Force, 83 more than the previous year. However, the DCO reported the turnover rate at 7.6% was lower as the headcount was higher.
- The pandemic slowed down attrition and the Force was now seeing some instability; for example, 38 officers left in April and 22 in May.
- Noting that 86 officers joined in May, the DCO reported that applications also remained healthy:
 - 2021/22 - 2,155 applications with 37.5% (808) from females and 8.4% (181) from ethnic minorities. The Investigative First programme was popular with 463 applications - 56 from females and 10% from ethnic minorities (considerably more than any other route).

- Currently, the Force had 710 live applications with 40% from females and 6% from ethnic minorities.
- The DCO said the Force was heavily invested with higher education establishments and 62% of applications were from 18-24 year olds.
- Overall representation - currently 151 ethnic minority officers, or 3.82%; and 1,332 female officers or 33.7% of the workforce which was the highest ever.
- In terms of military recognition, the Force had received the Silver Award but the ambition was to achieve Gold.
- Noting incredibly low absence in 2020/21, the DCO reported that the Covid period had seen the Force face different challenges but maintain better attendance than any other force. He said respiratory remained the highest category of absence which included Covid, and that 11 members of staff had been admitted to hospital but thankfully recovered.
- He said Occupational Health, the Employee Assistance Programme and effective line management as well as greater investment had enabled Kent Police to remain a leader in the field of absence management. The Chief Constable's lead on officer safety nationally was also a sign of how committed the Force was to officer/staff welfare.
- Noting there was more to do this year, the PCC commented that since 2017 when the Force first started recruiting officers those involved in the recruitment process had worked relentlessly. In recognising their contribution, he offered his thanks and congratulated them on what had been achieved.
- The PCC asked for an update on the issue of the MPS offering a bonus payment to incentivise officers to transfer. The Chief Constable explained the MPS currently had an aggressive five-pronged recruitment campaign with the element affecting Kent Police being a £5,000 one off payment if an officer transferred before December 2022. He advised that he had recently discussed it with other Chief Constables and the College of Policing; despite writing to and meeting the Commissioner (Steve House) and Deputy Commissioner (Helen Ball) to ask that it be stopped, unfortunately he did not think it would be. He said transferring from one force to another was common practice and had always happened; whilst the Force gave officers the SE Allowance, an officer transferring would now receive £5,000 plus London Weighting and London Allowance - an extra £8,500 in their pay packet for arguably doing the same job and potentially stepping from one side of the road to the other. He said the College of Policing was working with Chief Constables to potentially develop some form of agreement between the MPS and surrounding 'doughnut' forces and City of London; it could involve some form of capping - in a certain time period the MPS will take this many officers from Kent and vice versa - or information being shared quickly when a Kent officer applied - not necessarily their name, but their skills set to minimise any risk of losing them. The DCO was leading work looking at how and what the Force could offer to dissuade officers from transferring. Senior Leaders had been asked for their views and ideas received included peer to peer discussions and workshops with those who may be interested run by officers who transferred to Kent from the MPS. Whilst it would cost circa £2.4m, the Chief Constable advised that he had asked the DCO to look at whether the Force could afford to increase the SE Allowance. Although he was against Special Priority Payments as they were inherently unfair, the Chief Constable also advised they might have to be brought back resulting in officers working in North Kent who may be more likely to transfer being paid more than colleagues further away from the MPS for doing the same job. He noted the pool most likely to be hit were Local Policing officers with between 2 and 5 year's service who the Force really needed to keep, adding that Chief Constable's were bitterly disappointed at the MPS and asking for every bit of support. The Chief Constable stated that he believed pressure was coming from Government to ensure the 20,000 officer uplift figure was hit, but said it wouldn't be if the Kent increase in officers moved to the MPS as it was the same pot. The Force would bring new officers through the front door whilst at the same time losing them, and experience, out the back door. Good as new officers were - keen, enthusiastic and dynamic - he noted experience couldn't be bought. The Chief Constable said he hoped there could be some sort of compromise.
- The DCO added that as if this year wasn't hard enough in terms of the record number of extra officers to be recruited and the record number likely to leave which needed to be replaced, the Force was now being told by the MPS that they were a net loser in terms of transferees. He stated that was not the case with Kent; over the last 4 years Kent had exported 80 officers to them and imported 57 so were a net loser. He said if another force was benefitting, it certainly wasn't Kent. Commenting that he thought it unlikely the MPS position would change, the DCO said the Force just needed to get on with countering it and making sure it would meet its officer target as the stakes were high.
- The PCC said the numbers around transferees in and out the MPS were interesting and that he would continue highlighting the issue to try and come to some form of equity. Thanking the PCC, the Chief Constable also highlighted that every extra pound paid to a police officer would impact on where savings came from. On the one hand there may be a need to pay police officers a bonus to stay, and on the other, that would probably mean less police staff. He said it was outrageous and the PCC agreed.

6. Finance

- In terms of the Capital Budget the DCO reported that due to issues outside the Force's control, it was unable to spend all of last year's budget. Noting this would increasingly be the case, he said one-year budgets needed to be looked at in terms of efficiency as it assumed everything could be delivered in a tight 12-month timeframe.
- The DCO highlighted that Covid was an added complexity as had the increase in cost of materials, labour and other products and services. By way of example, he said 25% of the country's fuel came from Ukraine or Russia; the increasing cost was being felt by officers and staff as well as the Force which had a fleet a fleet of 895 vehicles.

- The Force continued to seek best value for money that inevitably slowed down the capital programme last year, but some materials (e.g. glass, bricks) had also significantly increased in price. With regards to vehicles, he said the assistance of Bluelight Commercial had been fantastic, but there were supply chain issues.
- Advising the underspend was not a particular issue as it rolled forward, the DCO said some years ago the Capital Budget grant from the Home Office was £3m, last year it was £300k and he strongly suspected it would soon be zero. As a result, the only way to fund capital in the future would be sale of assets or transfer from revenue.
- With regards to the Revenue Budget, the DCO said the Force had a significant challenge last year in terms of savings. Due to a huge amount of activity, the Force ended the year 0.4% (£1.3m) overspent on a £350m budget.
- The DCO advised that whilst the pay award outcome was awaited, the Force was torn. He said the PCC and Chief Officers wanted officers and staff to get a decent pay rise - the cost of living crisis was causing some very real financial concerns and difficulties - however, if it was less than the 3.5% budgeted for it would provide a financial benefit but not reflect what officers and staff deserved or needed. He added that every 0.5% equated to £900k.
- Referring to other unexpected positive news in terms of council tax collection rates, the DCO reported that two Districts hadn't quite got the Maths right which had benefitted the Force. He also highlighted the PCC's support in terms of precept which had made the difference in terms of being able to balance the budget or not.
- The DCO explained that whilst the Force received some funding to support recruitment, it did not receive the full costs. He said the Force had no choice but to fund certain elements; by way of example, the year 1 and year 2 uplift officers would receive increments (£3.5m) and the National Insurance increase of 1% (£2.4m) were both unfunded.
- Savings plan in place for this year - £6.8m. The DCO reported that as at month two of 12 the Force had identified schemes to the value of £5.1m. He said the Force needed to adjust its proud position of 82% of the budget being spent on people and 18% on everything else. He added that going forwards, savings would shift from one-offs to structural changes in terms of the organisation as the Chief Constable had no choice but not to touch police officer numbers; whilst good for the public, in terms of finances he said it would restrict where the Force could find savings.
- The PCC said he would carry on lobbying for a fairer funding settlement and continue pressing for central support to address the challenges facing the Force. He added the savings culture had now existed for 12 years and unfortunately would continue, but the Force had been respectful of people and managed it with sensitivity and care.

7. Topical Issues & Update on Significant Operational Matters

- As a reminder that Kent Police investigated crime well despite HMICFRS' comments, the Chief Constable highlighted two investigations that had come to recent conclusion which in his view were the hardest, most difficult and complex he had ever seen:
 - The conviction of David Fuller for the murders of Wendy and Caroline in 1987 and his abhorrent criminality in a mortuary in west Kent. He said in a case involving 100 families, the work of Kent officers, staff and volunteers as well as the help provided by pretty much every other Force was nothing short of exceptional.
 - The conviction of Force colleague, PCSO Julie James murderer. Noting that he would be sentenced in due course, the Chief Constable stated that he hoped he would remain incarcerated for an incredibly long time. He advised that it had required an inch-by-inch search and forensic examination of a crime scene that was wild in the extreme to put him there and convict him. He said it was humbling to see search teams from all over the UK on their hands and knees cutting grass with scissors to find the lollipop stick that had his DNA on it.
- Welcoming the update, the PCC stated the two investigations on top of everything else dealt with really emphasised the role that police officers, staff and volunteers did on a daily basis for local communities. He said there was no way of truly repaying every single officer and member of staff for the high levels of trauma, grief and worst of society they dealt with every single day, but then to deal with the murder of one of their own undoubtedly would leave a lasting impact on the whole organisation.
- He said such investigations may only occur once in a career for some police officers and staff, but the Force had dealt with both in the last two years. Paying tribute to all the officers, staff, volunteers and those who came from other forces for their meticulous work, as well as the support organisations involved, he said they were the best of the county, best of the country and offered his sincere thanks.

In closing the PCC thanked the Chief Constable and DCO for the papers and their presentations and his team for their support and for making the technology work. He said he looked forward to the next meeting later in the year.

	Status	Owner	Due date
Provide an update on the assessment of FCR demand, resources and whether 999 calls were being managed in the most efficient and effective way	Open	Force	14/09/2022

Date of next Performance and Delivery Board: 14 September 2022

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