



Annual Report

2019 - 2020

Version: Final

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- 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

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- Calling for more criminal justice powers for Police and Crime Commissioners
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Commissioner's Introduction

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

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

Having held the force to account, I am delighted to report that over the past year Kent Police has maintained high levels of performance in relation to 101 and 999 call handling. Achieved partly as a result of money I raised previously through council



tax, the Policing Minister singled out Kent for its call handling performance. In 2019/20, Kent Police also raised awareness of the [online services](#) that are now available 24/7 and are quick and easy to use.

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

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

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

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

Matthew Scott

Kent Police and Crime Commissioner

Safer in Kent: The Community Safety and Criminal Justice Plan

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

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

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

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

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

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

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

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

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

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

Leadership

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

Guiding principles

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

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

My priorities for the Chief Constable to deliver:

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

My commitments as PCC:

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

Opportunities for the future:

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

Review of 2019/20

My priorities for the Chief Constable to deliver:

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

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

- **Put victims first**

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

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

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

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

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

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

- **Tackle abuse, exploitation and violence**

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

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

- **Combat organised crime and gangs**

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

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

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

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

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

- **Deliver an efficient and accessible service**

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

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

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

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

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

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

My commitments as PCC:

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

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

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

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

Performance and Delivery Board

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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




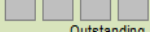

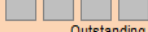
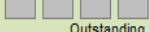



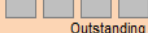

PEEL Assessment 2018/19: HMICFRS assesses all police forces in England and Wales on their Efficiency, Effectiveness and Legitimacy (PEEL). Forces are judged as 'Outstanding', 'Good', 'Requires Improvement' or 'Inadequate' on the three pillars based on inspection findings, analysis and professional judgment.

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

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

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

Summary of PEEL Assessment 2018/19:

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

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

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

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

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

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

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

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

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

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

Victims and witnesses

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

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

Engagement and Support Service (core referral service)

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

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

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

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

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

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

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

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

Compass House

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

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

Other facilities provided at Compass House include:

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

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

Victim Specialist Services

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

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

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

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

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

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

Victim Support Research

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

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

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

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

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

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

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

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

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

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

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

Mental Health and Policing Fund

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

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

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

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

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

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

National influence

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

Independent Review of the Mental Health Act

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

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

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

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

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

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

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

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

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

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

Violence Reduction Unit

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

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

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

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

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

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

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

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

Amelix Tours

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

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

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

Violence Reduction Challenge

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

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

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

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

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

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

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

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

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

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

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

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

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

Restorative Justice

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

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

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

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

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

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

Pension Forfeiture

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

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

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

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

'Street stalls'

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

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

Coffee mornings

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

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

County events

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

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

Public consultations

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

Traditional and social media

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

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

Single Online Home

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

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

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

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

Direct engagement

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

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

Proactive E-News alerts

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

Engaging with harder-to-reach audiences

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

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

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

Internal engagement

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

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

Opportunities for the future:

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

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

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

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

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

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

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

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

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

UK's exit from the European Union

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

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

Reducing serious violence

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

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

Provision of Tasers

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

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

• **Collaborate further with other organisations**

Kent and Medway Fire and Rescue Authority

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

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

Mental Health

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

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

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

BlueLight Commercial Ltd

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

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

UK's exit from the European Union

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

• **Oversight of the police complaints process**

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

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

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

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

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

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

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

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

School inputs

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

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

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

Kent's 'most wanted'

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

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

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

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

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

Tackling gangs and youth violence

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

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

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

- **Back volunteering**

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

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

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

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

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

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

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

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

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

Ministry of Justice Grant for Victim Services - Funding Recipients³

£

£

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

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

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

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

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

Restorative Justice	
Restorative Solutions	167,000.00

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

Key Financial Information for 2019/20

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

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

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

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

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

Table 1: Funding Settlement

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

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

The settlement was confirmed in January 2019.

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

Table 2: Funding Streams

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

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

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

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

Table 3: Revenue Outturn 2019/20

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

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

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

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

• Police and Crime Commissioner Expenditure

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

The following provides a breakdown of my budget and expenditure:

Table 4: OPCC Budget and Expenditure Breakdown

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

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

• My Commissioning Achievements

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

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

There were several funding streams available:

1. Mental Health and Policing Fund

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

2. Victim Specialist Services Fund

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

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

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

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

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

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

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

3. Other Funds

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

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

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

• **Investment Budget**

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

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

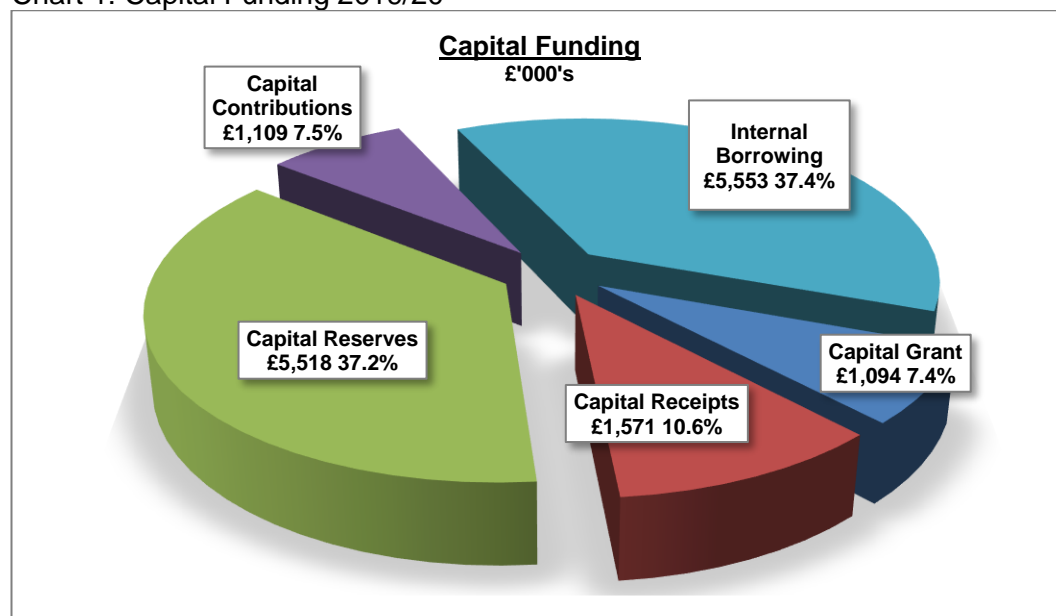
The final position on the investment budget for the Group is shown below in Table 5:

Table 5: Capital Budget

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

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

Chart 1: Capital Funding 2019/20



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

- **Reserves**

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

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

Table 6: Useable Reserves

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

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

• Performance and Value for Money

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

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

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

Independent Review of Deaths and Serious Incidents in Police Custody

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

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

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

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

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

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

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

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

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

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

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

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