



Annual Report

2018 - 2019

Version: Final

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- Deliver an efficient and accessible service

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- Enhance services for victims of crime and abuse
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- Make offenders pay for the harm that they have caused
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Commissioner's Introduction

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

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

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



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

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

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

Matthew Scott

Kent Police and Crime Commissioner

Safer in Kent: The Community Safety and Criminal Justice Plan

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

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

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

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

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

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

At its core is Leadership. As an elected PCC, the public rightly expects the highest standards of behaviour from me, and I therefore believe that strong ethics, transparency and integrity must be at the heart of everything I do. It is equally important that from the Chief Constable, to the police officer on the street, their honesty, integrity, impartiality and openness are beyond reproach too.

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

Underpinning mine, and Kent Police's actions, there are three overarching guiding principles, namely:

People suffering mental ill health need the right care from the right person: it is estimated that around a third of Kent Police time is spent dealing with incidents involving mental health illness. Sadly, more people in crisis are coming to the police's attention and being assisted by police officers, sometimes in place of healthcare professionals.

Whilst policing has demonstrated a clear commitment to improving outcomes for people experiencing a mental health crisis, there remain multiple unresolved problems outside of policing. Together with Kent Police, other police forces, the NHS, the Government, and wider partners, I am committed to finding a way forward that fully meets the needs of vulnerable people.

Crime is important, no matter where it takes place: with a mixture of urban, rural and coastal communities within the county, I am determined to ensure all crimes are considered important and investigated, no matter where they take place.

It is vitally important that Kent Police has the right resources, with the right skills, in the right places to respond effectively to the demands of all Kent's communities.

Vulnerable people must be protected from harm: this includes tackling child sexual exploitation - which was the number one concern raised by the public in my Annual Policing Survey - as well as abuse, drugs, gangs and human trafficking.

The police, other key bodies and I need to continue working together to raise awareness of vulnerability, in order to protect both adults and young people from harm, support victims of crime and ensure those perpetrating serious and heinous crimes are brought to justice.

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

My priorities for the Chief Constable to deliver:

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

My commitments as PCC:

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

Opportunities for the future:

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

(* represents change from previous year)

Review of 2018/19

My priorities for the Chief Constable to deliver:

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

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

• Put victims first

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

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

• Fight crime and anti-social behaviour

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

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

The crime was allocated to the Local Policing Team who recovered the swans and returned them to an emotional victim. The following e-mail of thanks was received, "My mum is so pleased to have her property back. I would very much like to say how grateful we are for all your hard work. You have made an elderly lady so happy, she didn't expect to see them again so seeing them tonight was overwhelming. Thank you so much".

- Following an attempted cash point robbery on the Isle of Sheppey, using a stolen digger, the offender fled the scene in a vehicle. The vehicle was spotted moments later and pursued onto the M2. The offender turned the vehicle's lights off and travelled at speeds of up to 150mph before crashing into a roundabout and fleeing the scene. He was found lying in dense undergrowth by a police dog and was arrested. Crowbars, bolt croppers, metal bars and other items were found within the vehicle. At trial in February 2018, the offender was sentenced to six years' imprisonment after pleading guilty to attempted theft, damaging property, aggravated vehicle taking, dangerous driving and driving while disqualified. The judge also banned him from driving for eight years.

- **Tackle abuse, exploitation and violence**

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

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

- **Combat organised crime and gangs**

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

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

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

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

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

- **Deliver an efficient and accessible service**

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

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

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

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

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

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

My commitments as PCC:

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

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

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

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

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

Performance and Delivery Board

Held in public, with the date, venue and Kent Police papers published in advance on the OPCC website, the Board met on the following dates:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In conclusion, HMICFRS stated:

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

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

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

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

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

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

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

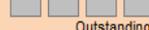
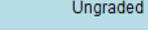
These grades are impressive. Kent Police was one of only two forces to be assessed as 'Outstanding' in two pillars and the only force to achieve 'Outstanding' in both Efficiency and Legitimacy. Furthermore, it is the only force to be assessed as 'Outstanding' in Legitimacy and to have held this grading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

Legitimacy, or policing by consent is vital. The more that people trust Kent Police, the more likely it is that victims will seek help, witnesses will come forward with evidence, and members of the community will get involved in volunteering and community safety initiatives which make the county safer.

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

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

Summary of PEEL Assessment 2018/19:

Efficiency  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	

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

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

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

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

Victims and witnesses

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

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

Engagement and Support Service (core referral service)

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

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

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

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

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

In 2018/19, Victim Support:

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

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

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

Compass House

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

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

Other facilities provided at Compass House include:

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

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

Victim Specialist Services

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

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

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

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

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

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

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

Vulnerable people must be protected from harm and that means equipping the police, and other partners who might come into contact with individuals who have poor mental health, with the skills they need to provide the best initial care and support they can. It also means enhancing the support available elsewhere to relieve some of the pressure on policing.

Mental Health and Policing Fund

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

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

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

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

In addition, some of the funding was used to provide on-going support to the following projects:

- Counsellors from the mental health charity Mind working in the FCR (£40,000), able to take calls where a mental health issue has been identified and it is safe to do so. This helps to free up call handlers and officers, and on occasions has resulted in individuals getting a better service.
- The [Solace Café](#) in Tonbridge and the [Hope Café](#) in Maidstone (£10,000 each), which are run by local branches of the mental health charity Mind and offer out of hours support with the aim of preventing mental health problems escalating and unnecessary referrals being made to the emergency services, A&E departments and secondary mental health services.
- The Medway Safe Haven Bus (£7,000) which raises awareness of issues such as substance misuse, sexual health, self-harm, and drug and alcohol abuse, and on weekend evenings offers a 'safe haven' for people in the night time economy, providing first aid, a place to wait and immediate non-judgemental assistance.

National influence

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

Independent Review of the Mental Health Act

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

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

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

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

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

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

Mental Health Roundtable

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

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

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

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

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

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

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

Amelix Tours

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

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

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

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

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

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

Modern Slavery Conference

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

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

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

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

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

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

Violence Reduction Challenge

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

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

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

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

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

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

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

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

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

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

Safer in Kent Fund

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

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

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

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

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

Restorative Justice

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

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

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

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

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

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

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

Pension Forfeiture

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

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

• Actively engage with residents in Kent and Medway

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

'Street stalls'

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

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

Coffee mornings

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

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

County events

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

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

Public consultations

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

Traditional and social media

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

In addition, the OPCC website and social media have continued to offer opportunities to engage with residents and partners, and good use has been made of popular digital channels. The corporate [@PCCKent Twitter account](#) boasts 11,400 followers and there has been increased use of the OPCC [Facebook page](#) and [YouTube channel](#). I also use social media in a personal capacity to publicise my work.

Direct engagement

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

I have also met with the Minister of State for Policing and the Fire Service, Nick Hurd MP, other local MPs and elected officials, to better understand their priorities and those of the residents they represent.

Proactive E-News alerts

More than 1,100 subscribers received free news alerts, as well as regular e-newsletters with updates on my work and that of the OPCC. To make it as accessible as possible, an easy-read version is also published which has been developed in consultation with a local mental health charity.

Engaging with harder-to-reach audiences

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

Therefore, I am keen to be accessible to as many of Kent's diverse communities as possible and have actively sought opportunities to engage with harder to reach audiences. For example, I have met with Dementia Friendly Kent, the Keeping Safe Delivery Group, visited Canterbury, Ashford, Medway and Maidstone Mosques and also attended Canterbury Pride.

Alongside my plan, I have published [Safer in Kent: Backing Young People](#) which sets out how I will support the vast majority of young people who are good citizens, who want to be involved and want to have a say over what happens in their communities. I am therefore pleased that I have been able to engage with students from the University of Kent, Canterbury Christ Church University and also members of both Kent Youth County Council and Medway Youth Parliament. I have attended Volunteer Police Cadet Unit meetings across the county and engaged directly with children at primary and secondary schools, including at the Folkestone and Hythe Community Safety Conference where 900 school children gathered to learn about online safety amongst other topics.

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

Internal engagement

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

I spent the week 5-9 November 2018 conducting force wide visits, speaking with staff in each of the three Divisions and a range of departments to better understand their work, the challenges they face and to thank them personally for their contribution in keeping local communities safe. My Chief Executive or I have met new staff recruits and attended Passing Out Parades held at the Kent Police College for police officers and PCSOs completing their initial training. It is a pleasure and privilege to attend and share in the pride that their families and friends clearly feel.

In addition, it was an honour to attend the Chief Constable's Annual Awards Ceremony on 10 May 2018. Every member of the Kent Police family - officers, staff and volunteers - sets out to give a first class service to the public, but there are times when individuals and teams perform exceptional work. It is entirely right that they are recognised.

Opportunities for the future:

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

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

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

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

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

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

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

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

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

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

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

- **Collaborate further with other organisations**

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

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

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

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

• **Oversight of the police complaints process**

The Policing and Crime Act 2017 also introduced significant changes to the police complaints system, building on the previous years' reforms. My role increases substantially, both in terms of the actual handling of complaints, and how I hold the Chief Constable to account for performance in complaints management.

PCCs will have an explicit statutory duty to hold Chief Constables to account for complaint matters, requiring a more in depth focus and analysis of information provided by forces, and of their processes and outcomes.

For the first time, it will also give elements of complaints handling to an outside body, namely PCCs. The main legal requirement is that it will be mandatory for PCCs to take on the appellate function (providing a review process for complainants if they are not satisfied with lower level complaints handling) currently carried out by force Professional Standards Departments (PSDs).

To allow a localised approach, PCCs will also have the ability to take on other functions of force PSDs, based on two options:

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

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

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

County lines pilot

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

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

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

Tackling gangs and youth violence

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

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

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

• **Back volunteering**

I remain committed to supporting the Volunteer Police Cadets, making a contribution of £40,000 in 2018/19 to support the scheme. I consider it really important to provide young people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship.

The scheme is open to young people aged 13 to 17, who live in Kent irrespective of background or financial circumstances, including those vulnerable to crime or social exclusion. As at 31 March 2019, there were 368 active cadets - with a waiting list in excess of 300 - located at nine units across the county: Dover; Canterbury; Tonbridge; Maidstone; Medway; Gravesend; Swanley; Sittingbourne; and Ashford. During 2019/20, the force expects to open further units in Thanet, Folkestone and Dartford. Each year, the cadets undertake thousands of hours of volunteering, including in domestic violence centres, care homes and participating in community events and clean-up projects. For more information click [here](#).

I'm very supportive and appreciative of the work of Special Constables; unpaid volunteers who wear a uniform, have the same powers as regular officers and put themselves in harms way like their paid colleagues - but all because they just want to give something back to their communities. As at 31 March 2019, there were 257 Special Constables who provided a fantastic 92,677 hours of policing in 2018/19. In addition to supporting their regular Local Policing Team colleagues, a number are embedded in functions such as the Marine Unit, Roads Policing Unit, Dog Unit and Serious Crime Directorate.

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

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

Independent Custody Visitors (ICVs) make unannounced visits to custody suites around the county to check on the welfare of detained persons, ensure they have received their rights and make sure they are being held in conditions that are up to standard. I am responsible for managing the scheme and am very pleased that the OPCC was awarded Investing in Volunteers accreditation from the National Council for Voluntary Organisations (NCVO) - the UK quality standard for good practice in volunteer management.

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

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

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

Ministry of Justice Grant for Victim Services - Funding Recipients¹

£

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

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

Restorative Justice	
Restorative Solutions	176,000.00

£

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

Referral	
Victim Support - Core Contract	179,806.40

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

¹ Under Section 3.2 of the MoJ's Grant Agreement for victim services, PCCs must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011.

Key Financial Information for 2018/19

• Revenue Budget

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

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

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

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

Table 1: Funding Streams

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

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

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

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

Table 2: Revenue Outturn 2018/19

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

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

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

• PCC Expenditure

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

Table 3: OPCC Budget and Expenditure breakdown

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

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

Projects funded during 2018/19 included:

- supporting the Volunteer Police Cadet scheme by making funding available for a hardship fund so that those from less affluent backgrounds could still get involved;
- support for the Kent Police museum curator by providing guaranteed funding for the post over the next 3 years, allowing the force to apply for additional funds from the National Lottery;
- support for the Kent Community Safety Team, in conjunction with partners, to provide administrative support to the team;
- a contribution to the UK Police Memorial Fund; and
- a contribution to the National Ugly Mugs Scheme, which provides justice and protection to sex workers who can be targeted by potentially dangerous individuals.

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

• My Commissioning Achievements

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

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

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

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

● Investment Budget

Investment expenditure includes both capital and revenue expenditure on assets such as property, vehicles and IT infrastructure which have a longer-term life. This is funded through a combination of Government grant, use of reserves and capital receipts. Capital receipts are the proceeds of the sale of an asset and can only be used for capital expenditure.

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

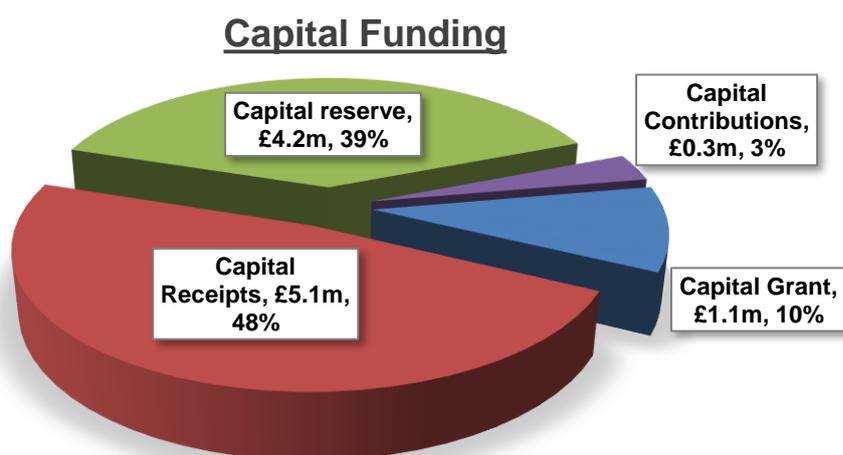
The final position on the investment budget for the Group is shown below:

Table 4: Capital Budget 2018/19

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

The table shows slippage of £1.8m. This was due to a number of projects both locally and nationally that did not commence during the year. A number of projects in year did not complete during the financial year and this slippage has been carried over into 2019/20.

Capital Budget 2018/19



• Reserves

Reserves are reported in two categories:

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

Table 5: Usable Reserves

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

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

- **Performance and Value for Money**

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

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

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

Independent Review of Deaths and Serious Incidents in Police Custody

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

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

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

'Recommendation 53 - PCCs should report annually on deaths and serious incidents in police custody in their jurisdictions'.²

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

Over recent years there has been a large reduction nationally in the number of deaths in, or following police custody. This likely reflects improved training, guidance and practices in a number of areas, but most significantly in suicide prevention. The Policing and Crime Act 2017 also limited the use of police cells as places of safety for mental health detentions (banning them entirely in the case of children and limiting them to exceptional circumstances for adults). Furthermore, other Government initiatives have introduced more stringent governance and scrutiny of police use of force.

I am reassured there is a body of legislation, standards and guidance that set out detailed parameters for the use of the power of detention, and best practice in delivering police custody services. This includes, but is not limited to, the Police and Criminal Evidence Act (PACE) and its Codes of Practice as well as the Detention and Custody Authorised Professional Practice issued by the College of Policing.

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

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

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

² The report does not include a definition of 'serious incident' and it is not a term that the Independent Office for Police Conduct (IOPC) or force PSDs use.

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