

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 12th April, 2016, at 2.00 pm** when the following business will be transacted

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

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

#### Membership

Councillor Paul Clokie	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Chris Shippam	Dartford Borough Council
Councillor Keith Morris	Dover District Council
Councillor John Cubitt	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fran Wilson	Maidstone Borough Council
Councillor Michael Franklin	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Trevor Shonk	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Mr Roger Latchford	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

## **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 2 February 2016 (Pages 3 - 8)

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

- B1 Review of Police & Crime Commissioner's Term of Office (Pages 9 - 28)
- B2 2015/16 Kent Police and Crime Commissioner's - Annual Report (Pages 29 - 50)
- B3 Published Data on Alleged Assaults by Police Officers - Verbal Update

### **C - Commissioner's Decisions**

- C1 Commissioner's Key decisions: January to March 2016 (Pages 51 - 52)

### **D - Panel Matters**

- D1 2015/16 Complaints against the Police and Crime Commissioner - Annual Report (Pages 53 - 58)
- D2 Future work programme

### **E - For Information**

- E1 Minutes of the Commissioner's Governance Board meeting held on 3 February 2016 (Pages 59 - 66)

## **EXEMPT ITEMS**

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

Peter Sass  
Head of Democratic Services  
03000 416647

**Monday, 4 April 2016**

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## KENT COUNTY COUNCIL

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### KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 2 February 2016.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr S Bannister (Substitute for Dr M R Eddy), Cllr P Clokie, Cllr J Cubitt, Cllr M Dearden, Cllr M Franklin, Cllr B Luker, Cllr K Pugh (Substitute for Mr A H T Bowles), Cllr K Morris, Cllr Sloan, Mr T L Shonk, Cllr P Todd, Cllr R Wells (Substitute for Cllr C Shippam), Cllr F Wilson, Mr R A Latchford, OBE, Cllr H Tejan, Cllr J Burden and Mrs E Bolton

ALSO PRESENT: Mrs A Barnes, Mr A Harper and Mr S Nolan

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mrs A Taylor (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

#### **155. Minutes of the Police and Crime Panel held on 17 November 2015** (Item 4)

RESOLVED that the minutes of the meeting held on 17 November 2015 were an accurate record and that they be signed by the Chairman.

#### **156. Draft Police and Crime Plan 2016/17** (Item B1)

1. The Commissioner introduced her third draft refreshed April 2013 – March 2017 Police and Crime Plan and Precept Proposal for 2016/17. There was an expectation set out within the plan of how the Force should work with partners to deliver the priorities. The plan had been kept under review with small changes made as appropriate throughout the year. Page 39, Appendix B, provided a summary of the main changes to the plan.
2. The Commissioner referred to Compass House, in Ashford, which opened in April 2015 and was a blueprint for delivering victim services. This year had seen the launch of a new multi-agency team to combat child sexual exploitation (CSE). This affected some of the most vulnerable people in society and there was a specific expectation to protect children in care and unaccompanied asylum seeking children. The Force remained committed to tackling cyber-crime, human trafficking and modern slavery. The Commissioner had signed up to an anti-trafficking network and there was also an emphasis on protecting the public from harm and preventing extremism and radicalisation.
3. A Member asked about the Prevent agenda, the Commissioner confirmed that she was keeping a close eye on the relevant boards to ensure partners continued to engage and work together.

4. A Member raised the issue of restorative justice, which was considered to help prevent crime. In response, the Commissioner confirmed that she would consider including this within section 4.3 – Prevent crime, anti-social behaviour and reduce repeat victimisation and offending, of the draft plan.
5. In response to a question about expectations on the Force to tackle the issues within the plan, the Commissioner explained that the Force were already tackling the issues, funding was being put into appropriate areas and the Commissioner was working with colleagues picking up good practice. Kent Initiatives were also being rolled out nationwide.
6. One Member raised his concern about organised crime and the effect of burglary etc. on victims. The Commissioner explained that in the past organised crime had primarily been the work of the Serious Crime Directorate, however there was now a duty on forces to cascade knowledge to the frontline and neighbourhood officers are aware and focussed on reducing organised crime within their neighbourhoods.
7. There was a discussion around the recent events in Dover. The Commissioner confirmed that the Chief Constable was responsible for the operational response, but Dover had proved to be a difficult policing operation. Kent Police had a duty to facilitate a peaceful protest and during the detailed planning process there had been no legal reason to ban the protest. The Commissioner praised the work of Dover District Council which had been fantastic, and said that there would be a detailed post review which would be made public. The Commissioner said that she had visited Dover and there had been universal condemnation amongst local people of the protesters' actions and universal support for the police and the council. Concerns were raised about the speed of the review and the Commissioner confirmed that the review would be done quickly and thoroughly.
8. A Member asked whether public order should be included within paragraph 4.5 - Protect the Public from Harm. The Commissioner explained that £2million had been earmarked for public order and there was currently nothing within the law that could have prevented the protest. The Commissioner said she would write to the Policing Minister to explain the dangers of allowing two events in the same location on the same day.
9. In response to a question about firearms capacity, the Commissioner explained that the Home Secretary expected forces to increase their firearms capacity by up to 50% so Kent Police would need an additional 37 officers. The proposed increase in precept would pay for 24 of the additional officers, but funding would still need to be found for training, equipment etc.
10. A Member asked what the Commissioner would like to see achieved from the plan before the election in May 2016. The Commissioner stated that she would like to see a reduction in crime and fewer victims of crime. Kent's crime had decreased by 3% whilst Hampshire's had increased by 26%. Violence against the person had increased in Kent by 8% but had increased in Hampshire by 70%. Domestic violence reporting had increased however secondary reporting had decreased. The Commissioner said that she would like more work on CSE and a focus on human trafficking and modern slavery.

11. A Member asked whether 'public space protection order' should be included within the plan, the Commissioner confirmed that she would consider it.

RESOLVED that the Kent and Medway Police and Crime Panel approve the Commissioner's Draft Refreshed Police and Crime Plan for 2016/17.

**157. Precept Proposal (contained within item B1)**  
*(Item B2)*

1. The Commissioner introduced her proposed precept, it had been a very busy few months with a number of announcements and there was still some uncertainty, for example around the funding formula. Kent was a unique county with different policing pressures, there had been no increase in cash terms and would be no increase in the next 4 years. There was an assumption that every PCC would increase the council tax precept to the maximum allowed. Since Kent had the third lowest precept, there was an opportunity to increase the council tax by £5 per household (average).
2. The county had to be able to respond in an emergency, the additional money from the precept would pay for additional firearms capacity; this did not mean an armed police force but would give the Force the capacity to effectively respond.
3. The Commissioner explained that a consultation had been run with one question: "will your family pay £5 extra to increase public safety? Yes/No". In total, 895 online responses were received and the outcome was as follows: Yes: 53.2%, No: 46.8%. Together with face to face discussions with residents the majority agreed with the proposal to increase the council tax precept by £5.
4. Mr Nolan explained that the settlement from the Government was better than feared, particularly in light of the reduction in funding for local authorities. There was a savings gap of £33million over the next 4 years which was a 12% real cut on the net budget over the period which had to be managed. The reserves held were vital and meant that the Force did not have to borrow for investment. At 31 March 2016, total earmarked and non-earmarked reserves were expected to fall to £56.8million. There was an intention to release £44million over the four years to 2019/20 for major transformational investment in mobile and other innovations as well as ensuring proper facilities and equipment for the Force.
5. Some questions were raised about how the savings would be made without affecting the front line workforce. Mr Nolan explained that the £8.7million savings required for next year had already been identified and due to effective planning by the Chief Constable will not involve any impact on frontline policing. For the remaining three years, the Chief Constable's aim remains to limit the impact on frontline policing as far as possible, and only take savings from this area as a last resort.
6. The Panel considered that an increase to the council tax precept of £5 was reasonable, however a concern was raised about the future use of reserves and that the Home Secretary should be made aware of planned use.

7. The Commissioner confirmed that she frequently lobbied the Government over such issues, including recouping the money spent on operation Stack in previous months.
8. A Member asked whether there was any capacity to make savings from vacancy rates, although this was not considered good practice. There was a suggestion that the Force look at its fuel bill due to the recent decrease in fuel prices as well as a suggestion that the Force look at its assets with a view to selling where appropriate. Mr Nolan explained that there was a constant review of the Force's estate, with planning for future and targeted opportunities. The Commissioner praised the Kent Community Safety Partnership; it was invaluable for sharing best practice and ensuring close working between partners in Kent.
9. The Commissioner summed up this item by explaining that Kent had received a 'good' rating for financial management and an 'outstanding' rating for financial planning. Thanks were offered to Mr Nolan who had done an excellent job.
10. The Chairman offered his support for the £5 increase in council tax precept. He also considered that the Government were aware of the levels of reserves and advised caution against retaining high levels. Congratulations were offered on the financial ratings received by Kent Police.

RESOLVED that the Kent and Medway Police and Crime Panel approve the proposed precept for 2016.

**158. Youth Engagement Work**  
(Item C1)

1. The Commissioner had established a new forum called the Youth Advisory Group (YAG) and it had met twice; September 2015 and January 2016. The most recent meeting on 26 January had received a presentation on the Prevent strategy and how the police could help keep young people safe from the dangers of radicalisation. The Commissioner would encourage more young people to attend.
2. A Member asked about the diversity of membership; which areas of Kent were young people being attracted from? The Commissioner considered the YAG to be a good starting point but said consideration would be given to holding meetings in other areas of the county.
3. A suggestion was made that the Commissioner utilise groups that already attended the YAG due to their links with large numbers of young people. The future of the group relied on being able to get to 'hard to reach' groups, and there was a need to go to where young people already met.
4. A Member raised technology as a way of contacting young people, Skype and conference type facilities might be an efficient way of liaising with young people.
5. The Chairman confirmed that he would like to attend a future meeting of the YAG and there were benefits in using existing organisations to liaise with young people.



RESOLVED that the Kent and Medway Police and Crime Panel note the Commissioner's Progress Report on Youth Engagement.

**159. HMIC Report on Vulnerable Persons - Commissioner's Comment (verbal report)**  
(Item C2)

1. The Commissioner gave a verbal update on the HMIC Vulnerable Persons report. The HMIC judgement had been 'requires improvement' and the Commissioner was unhappy to receive the report and surprised to receive the grading of 'requires improvement'. HMIC were due to return in the summer and the Commissioner was aiming for an 'excellent' rating. The Commissioner explained that this would be discussed at her Governance Board to be held the following day on 3 February.
2. The Chairman looked forward to seeing the result of HMIC's inspection in the summer.

RESOLVED that the Panel note the Commissioner's verbal update on the HMIC Vulnerable Persons report.

**160. Commissioner's Decisions**  
(Item D1)

RESOLVED that the Panel note the Commissioner's Key Decisions for November and December 2015.

**161. Panel Annual Report**  
(Item E1)

1. The Chairman proposed an amendment to paragraph 27 of the report which was approved by the Panel. The revised paragraph would read:

*"The Panel was also critical of some of the PCC's public relations work in the first part of her term of office. Following the Commissioner's appearance in a Channel 4 documentary the Panel discussed her approach to public relations work and endorsed her decision to move away from a campaigning role, to undertake less 'big bang' publicity, to focus less on the Commissioner as an individual and to adopt a more corporate style on her website. The Panel also received an assurance that the Commissioner's engagement style with Police Officers and staff, Panel members and other partners would be modified. The Panel was pleased to note that the PCC has taken note of the Panel's views."*

RESOLVED that subject to the above amendment the Panel approve its Annual Report which would be published on KCC's website and sent to each authority within the Police Force area.

POST MEETING NOTE: The Report was published and circulated on 8 February 2016.

**162. Complaints against a Police and Crime Commissioner - Government proposed changes to the procedure**  
(Item E2)

1. Mr Campbell explained that the Government's consultation, on proposed changes to the procedure for complaints against Police and Crime Commissioners, sought to tidy up the existing regulations.
2. The Chairman explained that very few complaints had been received about the Commissioner and none had been upheld.

RESOLVED that the Panel approve the comments in the report as its response to the Government's consultation on the procedure for complaints against Police and Crime Commissioners.

**163. Future work programme**  
*(Item E3)*

RESOLVED that the Panel note the future work programme.

**164. Minutes of the Commissioner's Governance Board meeting held on 11 November**  
*(Item F1)*

RESOLVED that the Panel note the minutes of the Commissioner's Governance Board meeting held on 11 November 2015.

**From:** Ann Barnes, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Review of Commissioner's term of office  
**Date:** 12 April 2016

Agenda Item B1

**Kent Police & Crime  
Commissioner**

*'Devoted to Kent'*

### **Introduction**

1. In light of the Commissioner's decision not to stand for re-election, Mrs Barnes has decided to publish a report on her term of office as the Kent Police and Crime Commissioner since November 2012. For the Panel's information only, the report is attached as Appendix A.
2. The report provides a brief summary of the Commissioner's work, and that of her Office, since being elected Kent's first Police and Crime Commissioner. It complements the four Annual Reports which, collectively, provide much more detail.
3. The report breaks down the work of the Commissioner into the following:
  - Tackling the issues that matter (reflecting the strategic priorities in the Police and Crime Plan)
  - Doing what I have to (reflecting a number of statutory duties)
  - May 2016 and beyond (some advice for those putting themselves forward for election in May 2016)

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# My time as Kent's Police and Crime Commissioner



Ann Barnes, Kent Police and Crime Commissioner  
November 2012 – May 2016

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## Introduction

This is a brief summary of my work, and the work of my office, since I was elected Kent's first independent Police and Crime Commissioner (PCC). It complements our four annual reports which, collectively, provide much more detail about our achievements.

When I was elected I promised to keep politics out of policing and to oppose the privatisation of our police force as I genuinely believe that ideology and party politics should not be the drivers of excellent public services. This I have done, and I would like to take this opportunity to thank my staff, the Chief Constable and everyone at Kent Police for helping me deliver my manifesto pledges.

Despite Kent Police losing a fifth of its funding and a fifth of its workforce, visible community policing and victims and witnesses remain at heart of everything we do. I am proud to have commissioned a brand new service providing support to victims of crime in Kent - tailored to each victim's needs - and to have triggered a national review of crime recording practices.

I removed all targets and the Chief Constable has done a magnificent job instilling in everyone at Kent Police a culture of 'Doing the Right Thing' for victims - a culture cited by Her Majesty's Inspectorate of Constabulary (HMIC) as an example for other forces to follow.

HMIC has also rated Kent Police among the best in the country, and the only force to be awarded 'Outstanding' for Legitimacy (see Appendix 1). I am proud of the officers and staff for what they have achieved and I thank the Chief Constable for spearheading and delivering that change.

Above all else, though, I am proud of the fact that the people of Kent are getting a better service from their police force and partners than when I came into office. Crime has fallen and the public has never been better engaged in policing.

**Ann Barnes**

Your Kent Police and Crime Commissioner

# Doing what I promised

When campaigning for election in 2012 I made several important promises to the people of Kent. I believe in keeping my promises – that is the only way to maintain people's trust. I am pleased to say that I have kept all my promises, listed below, during my time in office.

In some cases the things we did were subsequently developed and adapted, but all of them remain core elements of Kent's Police and Crime Plan.

- Cutting crime and boosting visible policing;
- Fighting Government cuts;
- Giving people a greater say in policing;
- Putting victims at the heart of policing and the criminal justice system;
- Youth Commissioner;
- Mobile Police Stations;
- Meet the Commissioner.

## Tackling the issues that matter to us

My Police and Crime Plan reflects my manifesto promises as well as the other things which you, the people of Kent, tell me matter most to you. Each year I consulted with local individuals and organisations and refreshed the Plan because crime and criminality – nationally and here in this great county – are constantly changing. As the PCC, my job is to create the Plan and then make sure Kent Police has the resources it needs to meet those challenges. I also make sure, on behalf of the taxpayer, that Kent Police delivers value for money.

The strategic priorities set out in the Police and Crime Plan, which have remained consistent throughout my term of office, are listed below. I have also given an explanation of why those things are important and a summary of just some of the ways I have gone about addressing them.

- Cut crime and catch criminals;
- Ensure visible community policing is at the heart of policing in Kent;
- Prevent crime and anti-social behaviour and reduce repeat victimisation and offending;
- Put victims and witnesses at the heart of processes;
- Protect the public from harm;
- Deliver value for money;
- Meet national commitments for policing.

### Cutting crime

Keeping people safe is the fundamental duty of any police force and everyone, no matter where they live, wants to see less crime in their area. Fewer crimes means fewer victims of crime. I know this is important to people which is why, when elected, I promised to make sure that Kent Police kept up its relentless focus on cutting crime and catching criminals.

However, in order to cut crime any Chief Constable first needs an accurate picture of what is happening and where. Only then can they deploy appropriate resources to where they are needed most.



That is why, during my first months in office, I used my new power as a PCC to ask HMIC to carry out an independent review of crime recording practices in Kent Police. Importantly, I also wanted to make sure that you, the people of Kent, could have faith in the crime statistics.

HMIC's report found the institutional culture of chasing targets at that time had led to some Kent Police officers "pursuing crimes on the basis of how easy they were to solve, rather than on their seriousness or their impact on victims or communities".

Under pressure to meet crime reduction targets, some officers were skewing the crime figures, with 1 in 10 crimes not being recorded correctly – a 90% accuracy rate. I was shocked - this was totally unacceptable because if a crime does not go on the books it cannot be investigated properly.

Victims were being let down and this was the catalyst for a fundamental change at Kent Police. I removed all targets from the Police and Crime Plan and the Chief Constable, with my full support, instilled in his officers a new culture with an emphasis on 'Doing the Right Thing' for victims and delivering a quality service (see Appendix 2).

For a time, while the mistakes of the past were put right, Kent Police's recorded crime figures went up. That was inevitable but it was also the right thing to do, and the force held its nerve in the face of some negative media headlines. I'm delighted to say, having come out the other side, that the public can now have absolute confidence in crime recording practices here in Kent, as confirmed by HMIC in a recent review.

Since July 2015 we have been able to compare like-for-like data but rather than worrying about how many crimes are going on the books, the Chief Constable and his District Commanders use that accurate data to make sure their finite resources are being put where they are needed most.

Because of their worry over crime recording, HMIC conducted a national review of all police forces. It found an average accuracy rate of 80%, meaning the vast majority were performing much lower than Kent's original 90%, and nowhere near Kent's present 96% accuracy rate.

Many forces are still going through the process of putting their own crime recording practices right – while Kent is one of just a handful where crime has fallen.

Meanwhile, what I uncovered here in Kent prompted the Home Secretary to commission her own review into police targets nationally. That review, led by Chief Superintendent Irene Curtis, praised Kent Police for the groundbreaking changes that had been made. She said Kent Police had "changed the performance culture but kept the culture of performing" and Kent featured prominently as an example of best practice and a model for other forces.

Of course, I am never complacent which is why the force's performance is one of the standing items routinely discussed at my Governance Board, where I hold the Chief Constable to account on your behalf.

<b><i>What is being done to catch criminals?</i></b>
<i>Investing in Body Worn Video cameras</i>
<i>Working with Community Safety Partnerships to tackle local crime and anti-social behaviour</i>
<i>Protecting frontline officer and PCSO numbers</i>
<i>Implementation of a new Local Policing Model</i>
<i>Working with Essex Police to investigate serious and organised crime</i>
<i>Creation of a specialist Rural Task Force</i>
<i>Investing in the Special Constabulary</i>
<i>Use of Predictive Policing deployments</i>
<i>Supporting Crimestoppers and other campaigns encouraging vulnerable victims to report crime</i>

## Protecting visible community policing

When budgets are being cut it is impossible to deliver exactly the same policing service people have grown used to, but wherever I go in Kent the number one priority for people I have met has always been visible community policing. The fact that the Chief Constable shares this vision is one of the reasons I gave him the job in 2014.

What we have done is protect the frontline wherever possible and we have even been able to boost visible community policing in some areas by working smarter.

Significant savings have been made by collaborating with other forces and sharing support service functions. Every penny saved means there is more left to keep police officers and Police Community Support Officers (PCSOs) in our communities where they belong.

I was delighted when, in February 2016, the Chief Constable was able to commit to maintaining PCSO numbers. He has my 100% support in this. PCSOs are vital because, while warranted officers are required to dash about the county responding to 999 calls, PCSOs are a constant in their communities. They are truly valued.

In keeping with one of my election promises, I also introduced Mobile Police Stations to increase the visibility of local officers particularly in rural areas. These were launched in 2013 and their deployment has been kept under constant review to make sure they are as effective as possible. They are a really valuable community resource, regularly deployed to crime hotspots to provide reassurance and to local fetes and events to provide a point of contact for local people.

Back in 2013 I invested £250,000 in Kent's Special Constabulary. These volunteers, with the same powers as the Chief Constable, won a Queen's Award for Voluntary Service in 2014. Last year they gave more than 110,000 hours of their time to policing in their communities, including performing specialist roles in the Rural Task Force and the Roads Policing Unit. That was a fantastic achievement and I cannot thank them enough for the work they do serving the people of Kent.

Then, in 2014, a new Local Policing Model was adopted which gave each District Commander greater control of their officers and staff. This adjustment, along with innovative practices such as Predictive Policing and investing in Body Worn Video cameras, means Kent's finite resources are now deployed on the streets for longer, where the need is greatest.

Later that year we launched a new Rural Task Force, specifically to boost visible community policing and cut crime in Kent's rural areas which make up 75% of the county. Living in a small village as I do, I understand how rural communities can feel isolated. I'm pleased to say the Task



### ***What is being done been to boost visible community policing?***

*Investing in the Special Constabulary*

*Protecting frontline officers and PCSO numbers*

*Introduction of Mobile Police Stations*

*Implementation of a new Local Policing Model*

*Use of Predictive Policing deployments*

*Creation of a new Rural Task Force*

*Investing in technology to keep officers on the streets for longer*

Force has been working closely with the Crime Rural Advisory Group and the farming community to gather information and proactively target criminals.

## Preventing crime and anti-social behaviour

It is not enough to simply cut crime. Police forces have a duty to work with the communities they serve to prevent crime from happening in the first place. Throughout my time in office, I worked tirelessly with Kent Police and partners to support initiatives which prevent crime and help cut the risk of victims repeatedly suffering at the hands of criminals.

That is why, in 2014, I joined other partners in signing the Kent and Medway Mental Health Crisis Care Concordat. This is a commitment from agencies across Kent to work together to stop vulnerable people reaching 'crisis point'.

It led to my office part-funding a Mental Health Triage scheme, where a trained nurse accompanied officers responding to calls involving someone with mental health issues. That pilot has been developed so officers across Kent now have access to expert telephone advice, and can call trained professionals to attend if required. As a result, fewer vulnerable people are taken into custody and are instead getting more appropriate support.

I also give money, through a Youth Diversion Fund, to numerous projects across Kent and Medway specifically designed to prevent young people from becoming involved in crime and anti-social behaviour, because once a young person falls into the criminal justice system it can be very difficult to get them back out again.

In recognition of the growing threat of cyber-crime to our communities, my office funds dedicated PCSOs to deliver e-safety advice in schools; and I have personally spoken with young and old alike about what they can do to protect themselves online.

Last year, we also hosted a Business Crime Conference for members of the local business community. Speakers included representatives from the Business Crime Advisory Group, the National Fraud Intelligence Bureau and the Kent and Essex Serious Crime Directorate. Attendees were able to find out how the force is tackling business crime and learn about the new and emerging threats from cyber-crime and fraud and how to protect their businesses from them.

## Putting victims and witnesses first

The Chief Constable and I share a joint vision which puts victims and witnesses right where they belong – at the heart of the criminal justice system.

<b><i>What is being been done to prevent crime?</i></b>
<i>Funding for community groups from the Commissioner's Fund and Youth Diversion Fund</i>
<i>Supporting partnerships working with vulnerable people, and Drug and Alcohol Action Teams</i>
<i>Joint working with Community Safety Partnerships to resolve local issues</i>
<i>Supporting public crime prevention campaigns</i>
<i>Introduction of Mobile Police Stations</i>
<i>Supporting the Kent Troubled Families Programme and Medway Action for Families</i>
<i>Funding PCSOs to deliver e-safety advice in schools</i>
<i>Hosting conferences for the Rural and Business communities</i>
<i>Implementation of a new Local Policing Model</i>
<i>Deterring criminals by confiscating ill-gotten gains using the Proceeds of Crime Act</i>
<i>Boosting visible community policing</i>
<i>Establishing a multi-agency team to combat child sexual abuse and identify children at risk</i>



Building on the Code of Practice for Victims of Crime, launched by the Ministry of Justice, we launched our own Kent Victims' Charter in 2014. It lists 10 promises we make to all victims of crime regarding the service they can expect. It states in black and white that victims and witnesses should always be at the heart of everything we do.

Victims were at the heart of the change in culture at Kent Police which the Chief Constable and I brought about following the review I commissioned into crime recording practices; and they were central to our thoughts when responsibility for commissioning victims' services was devolved from the Ministry of Justice to PCCs.

Grabbing the once-in-a-lifetime opportunity with both hands, I seized the opportunity to replace the national one-size-fits-all model with a tailored service, offering a greater variety of support to a greater number of victims. Central to that local service is Compass House, the victim and witness care and advice hub in Ashford which opened on time and in budget. That was no mean feat, but my staff worked extremely hard and, through engagement with victims of crime, we developed a centre that is fit for purpose and puts victims first.

We renovated a redundant annexe of Ashford Police Station and created a comfortable and friendly environment where victims can access a range of support services. Our approach is now seen as a blueprint for victims' services and I am immensely proud of that.

Initially, I commissioned Victim Support to deliver services in Kent for one year and in that time they offered help to more than 53,000 victims of crime. After a thorough tendering process at the end of 2015, Victim Support won the contract to provide the service for a further three years. That contract, building on what we learned in the first year, began on 1 April 2016.

Victim Support staff work under the same roof as staff from Kent Police's Witness Care Unit – making sure the help offered to all victims and witnesses is joined up from the point a crime is reported to the point the case goes to court. Kent is also at the forefront of using video technology to spare vulnerable victims and witnesses the trauma of attending court in person. Evidence can be given by video link from a police station or from Compass House.

As part of the new contract awarded by my office, Victim Support has also developed Compass Points – helpdesks located around the country where victims can drop-in or

<b><i>What is being done to support victims?</i></b>
<i>Commissioning Victim Support to deliver core services to victims of crime</i>
<i>Creation of a new victim and witness care and advice centre at Compass House, and local Compass Points</i>
<i>Creation of a new Sexual Assault Referral Centre (SARC) in Maidstone</i>
<i>Set up a Victims' Panel to make sure victims' voices are heard when developing services</i>
<i>Co-development of a project to support child victims of domestic abuse</i>
<i>Launch of a TrackMyCrime service</i>
<i>Co-commissioning a Kent-wide service for Independent Domestic Violence Advisors</i>
<i>Funding given to organisations providing specialist support to victims</i>
<i>Providing victims of sexual assault with quicker access to counselling services</i>



attend by appointment to receive help, advice and support from trained staff and volunteers in the local community. This makes the service more convenient and accessible and puts the victim first.

Aside from the help offered by Victim Support, I award hundreds of thousands of pounds in grants each year to local charities to provide help to victims with unique needs – like the hard-of hearing, people with learning difficulties and male victims of domestic abuse.

Another project of which I am very proud is our state-of-the-art Sexual Assault Referral Centre (SARC) in Maidstone, Beech House. When we heard the old SARC at Darent Valley Hospital was closing, my office worked closely with the NHS to replace it with a first-class facility. Beech House has already provided care, support and counselling to more than 500 victims of the most distressing and traumatic of crimes. My office has also allocated additional funding to East Kent Rape Line and Family Matters to allow victims swifter access to counselling.

## Protecting the public from harm

All police forces have a duty to protect the public from harm, which is why I was pleased in 2014 to hear from HMIC that Kent Police was working well with other forces to tackle serious and organised crime.

Principally, and with my full support, Kent and Essex Police have a joint Serious Crime Directorate which undertakes numerous investigations into some of the most serious crimes which affect our communities – such as murder and violent crime, drugs supply and human trafficking. Some of these crimes are committed by Organised Crime Groups, which is why it is vital that Kent and Essex's joint Directorate continues to work closely with neighbouring forces, the National Crime Agency and the South East Regional Organised Crime Unit.

One abhorrent crime type which we cannot ignore – which is happening right here in Kent – is child sexual exploitation. I still do not understand what drives someone to abuse a child, but I do understand the importance of everyone doing everything they can to stop them.

That is why in 2015 I pledged an additional £600,000 – money we had saved by managing our finances in the past - over three years to establish a new multi-agency team to identify children at risk and investigate cases of abuse. My office also invested in a new training video for officers and staff to make sure they are aware of the signs to look out for. To date, more than 2,000 officers and staff have viewed it.

It is not enough for Kent Police simply to investigate child sexual abuse, because by then it is too late – the abuse has already happened. We know it can take years for victims to muster the courage to come forward. What the force is now doing, with its partners under the umbrella of Operation Willow, is identifying the most vulnerable children and making sure they get the help they need before it is too late.

The horrific abuse which took place in Rotherham was preventable, if only the authorities had talked to each other, which is why protecting young people in care – of which Kent has more than

<b><i>What is being done to protect the public?</i></b>
<i>Raising the precept to increase Kent's firearms capability</i>
<i>Boosting visible community policing</i>
<i>Raising awareness of how people can protect themselves from cyber-crime</i>
<i>Establishing a multi-agency team to combat child sexual abuse and identify children at risk</i>
<i>Working with neighbouring forces to tackle serious and organised crime</i>
<i>Supporting the foundation of a new National Anti-Trafficking and Modern Slavery Network</i>

its share – is one of the priorities given an additional focus in the latest refresh of the Police and Crime Plan.

My office also works to protect people from cyber-crime and online fraud, by supporting a regional Cyber-Crime Survey and publicising the simple steps people can take to protect themselves online.

## Spending money wisely

One of my key duties has been to make sure Kent Police, and my office, provide value for money for the taxpayer. I have always been conscious that the money I have to manage and award to groups is not my money – it is entrusted to me by the people of Kent – and I have to spend it wisely.

Since 2011 Kent Police has had to make £62million of savings and in the five years to 2015 this meant a reduction of 518 police officers and 598 staff – roughly a fifth of the Kent Police workforce going out of the door and not being replaced.

Then, despite the Chancellor announcing “there will be no cuts in the police budget at all”, we were handed a further cut in Kent’s general police grant for 2016/17. That – when inflation and other financial pressures are also taken into account – means Kent Police still has to save £33million over the next four years.

In order to keep delivering a quality service, the force has had to use its resources smarter and keep officers on the streets for longer. I’m pleased to say, thanks to a lot of hard work and sound financial management from my office – judged ‘Outstanding’ by HMIC – we have ensured the necessary savings for 2016/17 can be met without impacting on frontline policing. According to HMIC, thanks to careful planning, Kent Police is well-placed to face these challenges.

To improve efficiency, I invested-to-save in officers’ Body Worn Video cameras. This equipment means more criminals are minded to enter early guilty pleas and the force receives fewer vexatious complaints. Kent is also rolling out mobile tablet devices which will enable officers and PCSOs to spend more time out in communities and less time travelling back and forth to police stations to fill out paperwork. We need 21<sup>st</sup> century technology to meet the challenges of 21<sup>st</sup> century policing. I have also supported the roll-out of the national Police ICT Company.

Kent Police has also been leading the way in collaboration. We have saved millions of pounds by sharing support service functions - like HR, IT, procurement and finance - with Essex Police since I first mooted the idea in 2007 while I was still the chair of the Kent Police Authority. Kent and Essex’s shared Support Services Directorate even won first place in the Institute for Continuous Improvement’s national awards in February 2015.

### ***What is being done to ensure money is spent wisely?***

*Investing-to-save in Body Worn Video cameras and mobile tablet devices*

*Sharing support service functions and a joint Serious Crime Directorate with Essex Police*

*Introduction of telephone investigation for less serious crimes*

*Sharing a force control room with KFRS*

*Keeping the costs of the OPCC down*

*Agreement to work closer with forces across the East of England*

*Investing in developing a new force website providing information to the public*

*Quality-assuring all bids for funding from the OPCC*

*Applying for Police Innovation Fund grants*



Meanwhile, our force control room, shared with Kent Fire and Rescue Service (KFRS), has led the way in blue-light collaboration and recently won a national award from the iESE (Improvement and Efficiency Social Enterprise). It is fantastic to have national recognition of a job well done.

I also kept the costs of my own office down, with any underspend ploughed back into the force and into Community Safety Partnerships. HMIC's Value for Money Profile 2015 found my office to be the third cheapest in the country per head of population. Even the Taxpayers' Alliance conceded my office was cheaper to run than the old Kent Police Authority.

## Meeting our national commitments

As well as meeting the challenges of tackling crime and anti-social behaviour in our county, Kent Police has a responsibility to work with other forces to meet its national and international policing responsibilities. It cannot work in isolation. Criminals do not respect force borders and so, only by working together, can forces effectively protect the public from harm.

In 2014 during a visit to Coquelles in France I saw for myself the excellent work of Kent Police officers working together with counterparts from the UK Border Force.

Tragically, I also saw a group of young women who were likely victims of human trafficking. They were set free in France but I fear, in time, they may still have been trafficked to Britain through Kent. That brought home to me the need for more joined-up work to protect vulnerable people, with human trafficking being given additional emphasis in the latest refresh of the Police and Crime Plan.

I also personally supported the foundation of a new National Anti-Trafficking and Modern Slavery Network to combat this emerging crime; and approved using our funds to contribute towards national initiatives such as the Police ICT Company, in partnership with other forces.

After the Paris terror attacks in 2015 the Home Secretary requested all forces increase their firearms capabilities by up to 50%. After speaking with the Chief Constable, and consulting with the people of Kent, I chose to increase the precept – the amount an average family pays in council tax for policing each year - by £5. These extra funds will make sure that, going forward, the Chief Constable has the armed officers he needs at his disposal.

He cannot recruit more officers to keep us safe if he cannot afford to pay them year on year.

And, of course, Kent Police has responsibility for policing Operation Stack – which in 2015 was, finally, recognised as a national problem, not just a Kent one. Unfortunately, despite legitimate



### ***What is being done to help other police forces?***

*Boosting Kent's firearms capability*

*Answering requests for Mutual Aid*

*Supporting regional and national initiatives*

*Contributing funds to national policing projects*

*Working with neighbouring forces to tackle serious and organised crime*

*Deploying Counter Terrorism officers at the UK border*

expectations given by the Home Office, the Home Secretary has repeatedly refused to reimburse the costs of policing Operation Stack in 2015.

## Doing what I have to do

The Office of Police and Crime Commissioner (OPCC) also fulfils a number of vitally important statutory duties. The key ones are summarised below along with a brief outline of just some of the ways my office meets them.

- Appoint the Chief Constable and hold them to account;
- Appoint a Chief Executive/Chief of Staff, and a Chief Finance Officer;
- Engage with local people and partners;
- Set the police and crime objectives through the Police and Crime Plan;
- Set the force budget and determine the precept;
- Bring together community safety and criminal justice partners to make sure local priorities are joined up;
- Manage an Independent Custody Visitors' Scheme;
- Produce Annual Reports for the Police and Crime Panel.

### Appointing the Chief Constable and holding him to account

In 2013, Kent Police's Chief Constable retired and I advertised for a replacement. I was pleased with the response and delighted to be able to appoint Alan Pughsley, a very experienced and knowledgeable candidate, as the new Chief Constable in 2014. A year later he was awarded the Queen's Policing Medal and he remains a credit to Kent Police.



Of course, I always air any concerns that I have, including in public at my Governance Board and through the equally important

People Board, which gives officers and staff a voice and a direct channel to my office. This board is important to me because the force's greatest asset is its people and their views and treatment are vital to its success. I also meet regularly with chief officers and receive briefings to make sure the force is effectively implementing the priorities set out in my Police and Crime Plan.

Meanwhile, staff from my office routinely review performance data and attend a number of force meetings, including the Performance Management Committee chaired by the Deputy Chief Constable and the Estates Board.

Ultimately, the open and honest working relationship my office and the force enables us to work together effectively to provide a first class service to the people of Kent.

### Appointing a Chief of Staff and a Chief Finance Officer

All PCCs are required to appoint people to these two statutory posts, and I have made sure my office is well-served by successive Chiefs of Staff. My current Chief of Staff, Adrian Harper, was previously responsible for helping to address Kent's crime recording difficulties and I am proud to



say my Chief Finance Officer, Sean Nolan, serves as the President of the Police and Crime Commissioners Treasurers' Society.

The appointments process for these statutory posts was scrutinised and approved by the Police and Crime Panel, as required.

Mr Harper leads a team of OPCC staff that is efficient and professional, staffed with politically-neutral, committed public servants. In the last three-and-a-half years, they have had to develop policies and procedures, learn new skills, adapt and change. They have learned to support and challenge in equal measure and have delivered for me all of the policies I was elected on.

## Talking to local people and partners

One of the most important jobs for any PCC is to act as a bridge between the people and the police.

A quarter of the people in Kent and Medway are under the age of 20 so one of my manifesto promises was to appoint a Youth Commissioner to listen specifically to young people's needs. She produced a Youth Engagement report which helped my office consider future engagement work and led to me setting up a Youth Advisory Group.

I also agreed to participate in a TV documentary intended to help people understand the role of PCCs and showcase some of my office's work. I was disappointed with the programme but I listened to feedback and subsequently reviewed how I engaged with the public.

Press releases about our work are issued to the media and also posted on the OPCC website; and we embraced digital communications – using our office Twitter feed, an e-mail newsletter and my online blog to keep people informed. My correspondence team is very busy, dealing with more than 400 pieces of correspondence each month – a total of 16,500 since November 2012 and numerous Freedom of Information requests (233 since mid-November 2015 alone).

In addition, I always endeavour to get out of the office whenever possible to meet face-to-face with the diverse communities of Kent, to listen to their concerns and ultimately to hold the Chief Constable to account on your behalf.

## Creating the Police and Crime Plan

My Police and Crime Plan was published shortly after I was elected and it sets out the high-level strategic direction and objectives for Kent Police. It is still based on my manifesto promises but has been refreshed annually in response to feedback from the public, the Police and Crime Panel and the ever-changing policing landscape.

The latest refresh, published on 1 April 2016, includes a greater emphasis on child sexual exploitation, protecting vulnerable children from harm, increasing Kent's firearms capability and tackling cyber-crime, human trafficking and modern slavery.

Each year it has been put before the Police and Crime Panel for comments, as required.

<b><i>What is being done to engage with people?</i></b>
<i>Holding regular public meetings and surgeries</i>
<i>Setting up a Youth Advisory Group</i>
<i>Regular meetings with councillors and partners</i>
<i>Holding online-meetings and utilising social media</i>
<i>Hosting a Rural Crime Conference, Business Crime Conference and precept conferences</i>
<i>Creation of Mobile Police Stations</i>
<i>Keeping people informed via the OPCC website and supporting the development of a new force website</i>

The Chief Constable has a duty to deliver against the Plan - and my office holds him to account for this - but he always retained complete operational independence over how policing is delivered here in Kent and nothing in the Plan seeks to restrict this.

### **Setting Kent Police's budget and the council tax precept**

One of the key differences between PCCs and the old Police Authority model is that PCCs are identifiable and directly accountable to the people who elect them. When setting the Kent Police budget and the council tax precept I never lost sight of that.

In Kent, the money received through the police element of the council tax accounts for around 29% of our annual funding, so setting the precept is an important decision. That is why each year I hosted a Policing Precept Conference to update the public and our partners on the force's financial situation and ask for their views on my proposals for the next financial year.



In accordance with the medium-term plan set out in the Police and Crime Plan, the precept increased by 1.99% each year from 2013/14 to 2015/16. For 2016/17, after consulting with the public and partners, I used the opportunity to increase the precept by 3.4% (£5 for an average Band D property) to invest in more firearms officers which the Chief Constable told me he needs.

Even so, the amount Kent Police receives from council tax (£152.15 for an average Band D property in 2016/17) remains one of the lowest in England and Wales and I am proud to say Kent Police remains on a sound financial footing. We have saved millions through careful planning, and protected visible community policing in the process.

The fact our finances were judged to be 'Outstanding' by HMIC in 2015 – despite the difficult decisions we had to make – is testament to the savings plan my office has overseen. HMIC states that Kent Police is well-placed to face its future financial challenges, which is comforting.

I am pleased to report that, as I hand over responsibility for a £300million-a-year budget to the next PCC, Kent Police remains debt-free. Indeed, thanks to our savings plan, I've been able to leave a modest amount of cash available for future projects and savings of £33million have almost been identified until 2020.

### **Bringing partners together to deliver our priorities**

Partnership working is fundamental to any successful police force, and is necessary in an age of austerity to deliver a quality public service. Crime and anti-social behaviour reduction cannot be delivered by the police alone and, besides, victims do not care which agency is responsible for tackling the issues they face - what they care about is whether or not their issue is resolved.

I have always been against the privatisation of police functions but that does not prevent the force from working with other forces, local authorities, the health service and the communities it serves if doing so means a more efficient service.

To that end, I'm pleased to say excellent work is being undertaken by the 13 Community Safety Partnerships, where Kent Police works hand-in-hand with local authorities, KFRS, housing associations and the health service to find joined up solutions to problems.

Some of these problems may appear trivial to some people but I disagree. I have always believed anti-social behaviour can have the same impact as crime on a victim, particularly when it comes to some of the most vulnerable people in our communities.

I also know how frustrating the courts process can be – and how alien it can seem if a victim or witness does not get the support they need. That is why the Kent Criminal Justice Board (KCJB) – made up of my office, Kent Police, Kent County Council, the NHS, the criminal defence community, Kent Probation, HM Courts and Tribunals Service and HM Prison Service – has been looking at ways to make the justice system more efficient and effective for victims.

Reducing the time it takes cases to get to court, introducing Sunday remand hearings and increasing the availability of video link suites - to spare vulnerable victims and witnesses the trauma of having to give evidence at court - are just some of the ways I am pleased to say the KCJB puts victims and efficiency at the heart of everything it does.

#### ***What is being done to bring partners together?***

*Working with Community Safety Partnerships to tackle local crime and anti-social behaviour*

*Sharing a force control room with KFRS*

*Working with health services to cut detentions under the Mental Health Act*

*Engaging with the judiciary to ensure video link technology is used to its full potential*

*Establishing a multi-agency team to combat child sexual abuse and identify children at risk*

*Engaging with the Business Crime Advisory Group and the Crime Rural Advisory Group*

*Hosting commissioning workshops to support voluntary and community groups*

*Bringing together victim service providers and criminal justice agencies*

*Encouraging agencies to work across borders - to improve effectiveness, reduce duplication and share good practice*

### **Managing the Independent Custody Visitors' scheme**

Our Independent Custody Visitors (ICVs) are volunteers who pay unannounced visits to police cells across Kent to make sure detainees are being treated properly. Shortly after I took office we had around 40 volunteers but I am pleased to say that, thanks to our support, we now have 55 skilled volunteers plus three co-ordinators.

The scheme has received praise from HMIC, and I am particularly proud of having been able to invest in mental health training for the volunteers – making sure they know how to spot what specific needs anyone in custody with mental health difficulties may have and how best to communicate with them.

All volunteers in our county – whether they serve the Special Constabulary, Speedwatch, Kent Search and Rescue, Neighbourhood Watch groups or our own ICVs – are a credit to Kent. They give their time for the benefit of others, for which I thank them all, and which is why investing in their training is the least I can do for them.



## **Producing Annual Reports for the Police and Crime Panel**

PCCs must produce an Annual Report which documents progress made in the financial year in meeting the objectives of the Police and Crime Plan. Annual Reports for 2012/13, 2013/14 and 2014/15 have been duly sent on time to the Police and Crime Panel.

The Annual Report for 2015/16 is being presented to the Panel on 12 April 2016, along with this report.

## **May 2016 and beyond**

I am proud to have been entrusted with the responsibility of holding a vital public service to account on your behalf, because it is critically important that the people of Kent get the best possible policing service. I am content that I have delivered what I said I would and that Kent Police is in a very strong and sustainable position for the future, whatever that may hold.

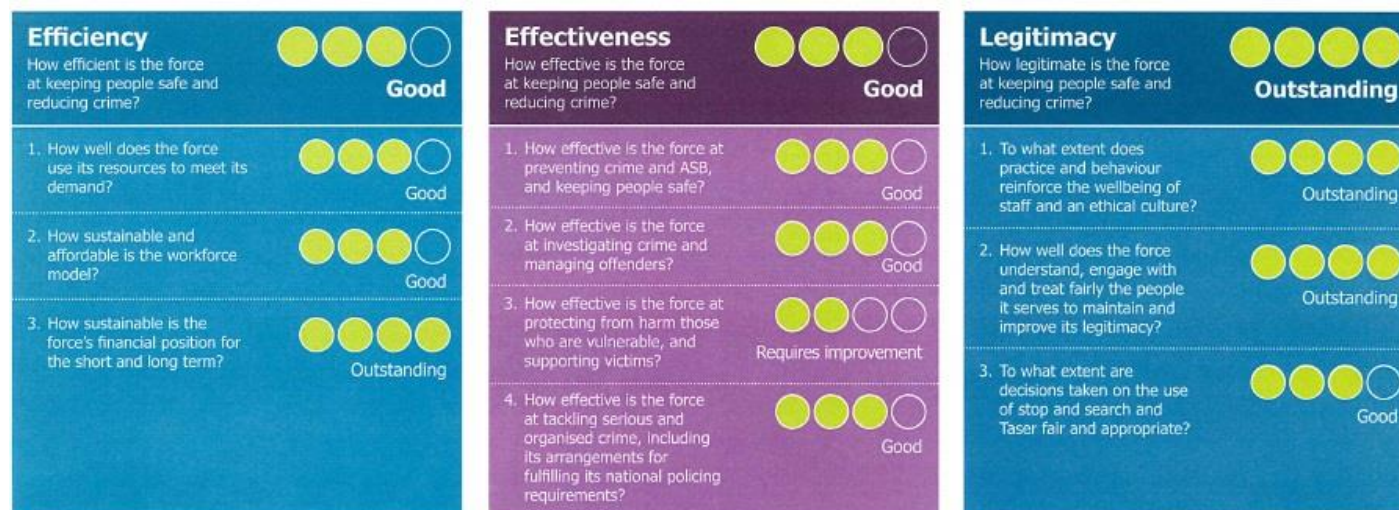
To those putting themselves forward for election in May, I give you this advice:

1. Be prepared to work around the clock. This is not a part-time position. It is an all-consuming role that requires and deserves that attention.
2. Listen to the public. They elect us into post, and ultimately they know best about what they want and the service they receive.
3. Support the officers and staff delivering the service. They are incredible people doing an amazing job. When you have to challenge, remember that mistakes can happen and look at the intention as well as the actions of those involved.
4. Put the people of Kent first - not Westminster, not a political party, not yourself.



# Appendix 1

## HMIC's verdict of Kent Police (Feb 2016)



### Zoe Billingham, HM Inspector of Constabulary:

"I congratulate Kent Police on its performance in keeping people safe and reducing crime.

"The force works well with partner organisations to prevent crime and anti-social behaviour. The quality of crime investigation is good and the force works well to stop re-offending. The force is good at disrupting organised criminality, and I welcome the steps it is taking to improve its capability further.

"The force has demonstrated robust financial management and has responded well to the financial challenges it has faced. It understands demand on its services and matches resources to meet demand. I am particularly pleased by the force's commitment to continuous improvement, demonstrated through its approach to reducing demand and the development of the Kent Operating Model. The new operating model has successfully reduced spending and is enabling effective planning.

"I commend the way in which the chief officers have created an organisational culture that is extremely positive and supports the legitimacy of the force. The care given to the wellbeing of the workforce is evident. Members of the workforce feel empowered to challenge decisions perceived to be unethical; and complaints and misconduct allegations are dealt with robustly and fairly. The strength of the culture within the organisation is reflected in the outstanding way in which the force engages with the people of Kent. It uses a variety of means of communication to aid its understanding of communities' priorities.

"Kent Police has demonstrated commitment to protecting the most vulnerable people in its communities. However, frontline officers' knowledge of child sexual exploitation should be improved. The force also needs to take steps to understand and address its very low charge rate for domestic abuse cases, ensuring more perpetrators are brought to justice. I am encouraged by the force's recognition of these issues and the hard work that is already being undertaken to address them."

## Appendix 2

# Kent Police Mission

'Provide a first class service **protecting** and **serving** the people of Kent'

## Vision of the Chief Constable and Police and Crime Commissioner

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

### Kent Police Values

- We will put the public first and deliver a service to be proud of.
- We will serve with integrity and professionalism.
- We will treat everyone with fairness, respect and dignity.
- We will be innovative, use resources wisely and operate as one team.
- We will act with humility, compassion and courtesy.
- We will listen, learn and strive to improve.

### Kent Police Priorities

- Cutting crime, catching criminals and dealing with anti-social behaviour.
- Ensuring visible community policing is at the heart of Kent's Policing Model.
- Providing a professional service, putting victims and witnesses first.
- Protecting the public from serious harm.
- Meeting national commitments for policing.
- Delivering value for money.
- Developing and supporting our workforce.



**Kent  
Police**

Police and Crime Commissioner Ann Barnes

Chief Constable Alan Pughley

**From:** Ann Barnes, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Annual Report 2015/16  
**Date:** 12 April 2016

Agenda Item B2

**Kent Police & Crime  
Commissioner**

*'Devoted to Kent'*

### **Introduction**

1. Attached at Appendix A is the Police and Crime Commissioner's Annual Report for 2015/16. It meets the legislative requirement for such a statement by documenting progress made between 1 April 2015 and 31 March 2016 in meeting the objectives within the Police and Crime Plan.
2. Particular highlights to draw to the Panel's attention are the achievements under the 'Ensure visible community policing is at the heart of policing in Kent' section and activities under the 'Put victims and witnesses at the heart of processes' section. These are the 'golden thread' that run through the Police and Crime Plan and are reflected in the Chief Constable and Commissioner's joint vision for policing in the county.
3. The Annual Statement of Accounts for 2015/16 will be reported at the Panel meeting in September 2016 in the usual way.

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# Annual Report

## 2015-2016

## Commissioner's Introduction

Welcome to my 2015-16 Annual Report, which provides an overview of work that has been done over the past year (April 2015 – March 2016) to deliver on the priorities in my Police and Crime Plan. At the core of my plan are the twin aims of visible community policing and putting victims and witnesses first. The purpose of this Annual Report is to show progress against the priorities for 2015/16. Despite the financial challenges faced by Kent Police, the officers and staff have worked tirelessly to maintain and where possible improve the first class service they provide to the people of Kent. Time and again I am impressed by their dedication and professionalism, and I would like to take this opportunity to pay tribute to each and every one of them, as so often, the excellent work of police officers and staff goes without comment.

My Police and Crime Plan priorities do not just cover the work of Kent Police but also partners involved in criminal justice and community safety in Kent. These partners are also pivotal in helping to secure reductions in crime and anti-social behaviour (ASB) and reducing the number of victims that experience crime or ASB.

Ann Barnes  
Police and Crime Commissioner for Kent

## Strategic vision for policing and crime & disorder reduction

The Chief Constable, Alan Pughsley, and I are committed to working together to secure the best possible outcomes for policing and reducing crime and disorder for the people of Kent. This commitment is reflected in our joint vision for policing in the county.

*"Our vision is for Kent to be a safe place for people to live, work and visit and by protecting the public from crime and anti-social behaviour, we will allow our communities to flourish. We will work closely with our partners to ensure that a seamless service is provided and that opportunities for joint working are explored. By working with partners and listening to the public we will provide a first class policing service that places the victim first and is visible and accessible. We will ensure local visible community policing is at the heart of everything we do. We will be there when the public need us and we will act with integrity in all that we do."*

In order to achieve this vision, the seven strategic priorities in my Police and Crime Plan were to:

- Cut crime and catch criminals
- Ensure visible community policing is at the heart of policing in Kent
- Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
- Put victims and witnesses at the heart of processes
- Protect the public from harm
- Deliver value for money
- Meet national commitments for policing

## Policing budget 2015/16

In 2015/16, I allocated £306.5 million for spend on policing and community safety. Of this, £300.7 million or 98% was allocated to the Force.

The final accounts will be concluded in September 2016.

## Overview of Progress

This Annual Report covers the third full year of activity by my Office (the Office of the Police & Crime Commissioner).

Building on the previous two years, the focus again has been on delivery of the priorities within my Police and Crime Plan including improving the service provided to victims, maximising efficiency and effectiveness through innovation and supporting the Chief Constable in retaining visible community policing.

Key highlights for 2015/16 include:

- Kent Police being judged as one of the top performing forces in the country by Her Majesty's Inspectorate of Constabulary.
- The opening of Compass House in Ashford, the centre for care and advice for victims and witnesses of crime in Kent.
- The co-location of Victim Support and the Kent Police Witness Care Unit at Compass House, providing a local, tailored and individual service for victims and witnesses of crime.
- Awarding more than £280,000 in grants for specialist support services, such as therapeutic support for children and families affected by abuse and to support hate crime victims with learning disabilities and autism.
- Approving the roll-out of Body-Worn Video cameras to all frontline officers in Kent.
- Establishing a new forum called the Youth Advisory Group to engage with young people about policing issues in Kent and to inform the work of my Office.
- Increasing the pool of Independent Custody Visitors who volunteer their time to provide an insight into what goes on in police custody suites around the county.
- Chief Constable Alan Pughsley being awarded the Queen's Police Medal for Distinguished Service.
- Marking the two year anniversary of Beech House, Kent's Sexual Assault Referral Centre which provides 24 hour confidential support and help to sexual assault victims.
- Launching a co-located multi-agency Child Sexual Exploitation Team to enhance capacity in the fight against child sexual exploitation and to protect those most at risk.
- The ground breaking joint Kent Police and Kent Fire and Rescue Service Control Room winning a national Improvement & Efficiency Award.
- The official Kent Police and Crime Commissioner website being awarded a Quality Mark for Transparency.

## Cut crime and catch criminals

### Key progress areas in 2015/16

#### Use of technology

Preparations have continued for the Kent introduction of Athena, with implementation scheduled for autumn 2016. This ground-breaking, multi-million pound, collaboratively procured system will manage core policing business, streamline processes and save the police time.

At a time when the police budget is being squeezed, it will not only save money in the long term, but will also improve the way officers share intelligence and information so they can spend more time where they are most needed – in our communities. Designed with modern technology, Athena will replace the existing operational system, providing linked investigation management, intelligence, case management and custody. However, it is also a platform to build on, supporting the use of mobile devices and interfacing with local and national IT products.

In 2015, the programme also successfully attracted £7 million of Home Office police innovation funding to develop digital public reporting and interaction, multi-agency problem solving and advanced data analytics.

In addition to Kent, Essex and the five other 'founder' forces (Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk), Warwickshire and West Mercia also contracted the solution in 2015. Currently, Essex, Norfolk and Suffolk are operationally live with Athena.

Linked to Athena, the Force is continuing to develop mobile technology. This will provide front line staff with the equipment needed to ensure their time is used efficiently and effectively. The aim is that operational officers and staff will be issued with a tablet type device allowing them to spend more time out of the station and in the community.

Following a pilot of Body-Worn Video (BWV) and the submission of a business case by the Chief Constable, I approved £1.8 million to expand BWV to all frontline officers in Kent. The initial cost of providing 1,600 more cameras was £1.4 million – which included set-up costs as well as the cameras themselves – with a further £400,000 set aside to cover on-going costs for the next three years. In addition to enabling officers to record interactions with suspects just like mobile CCTV, benefits include:

- improved evidence gathering;
- reduction in bureaucracy;
- swifter justice;
- increase in early guilty pleas; and
- more appropriate sentencing.

The roll-out of BWV to frontline officers is scheduled to be completed by June 2016. It is anticipated that it will pay for itself within two years, with a reduction in the volume of complaints and the time taken to investigate complaints as a result of conversations being recorded, as well as a decrease in absences caused by police officers being hurt on duty.

The Chief Constable and I are committed to protecting the frontline and using smarter ways of working to ensure all communities across the county receive a quality service.

### **Kent and Essex Serious Crime Directorate (SCD)**

The combined SCD is one of the largest in UK policing dedicated to tackling serious and organised crime, with more than 1,000 officers and staff working together across both counties.

The SCD provides intelligence and support to target and tackle those involved in serious criminality, from home-grown criminal networks operating within local communities, to criminals who travel into Kent and Essex to commit offences.

In conjunction with the National Crime Agency and the South East Regional Organised Crime Unit (ROCU), the SCD works to disrupt Organised Crime Groups (OCGs) and undertakes investigations into all aspects of serious and organised crime. This includes drug supply, human trafficking and armed robbery as well as murder and serious assaults alongside the Major Crime Team.

The Financial Investigation Unit (FIU) within the SCD not only supports investigations, but also ensures the provisions within the Proceeds of Crime Act (POCA) are fully utilised to strip criminals of assets they have obtained illegally. In addition, the SCD regularly supports local policing with forensic services, intelligence and additional investigative capacity for specific operations.

More and more criminals are exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities that know no borders, either physical or virtual. Through the recently formed Cybercrime Unit, the SCD is now also building capability and leading the response to tackle this growing threat. The unit provides advice and conducts cyber security assessments for small/medium enterprises and also regularly issues crime prevention advice through media releases and social media.

I am proud of what the SCD has achieved in 2015/16. By pulling together resources from within the Directorate, across departments and working with national and local partners to achieve a common goal, the SCD continues to keep the people of Kent and Essex safe from the threat of serious and organised crime.

## **Ensure visible community policing is at the heart of policing in Kent**

### **Key progress areas in 2015/16**

#### **Wider policing family**

I am very supportive and appreciative of the work of Police Community Support Officers (PCSOs) and Special Constables who engage with communities across the county and tackle issues of local concern.

PCSOs are a valuable part of the Chief Constable and my joint vision to keep visible community policing at the heart of the service in Kent. That is why I'm so pleased that despite the Force having to find £8.7 million of savings next year, thanks to sensible forward planning, this will be found without cuts to frontline policing and reassuringly, all 304 PCSOs will be retained.

Wherever I go in Kent I always hear the same thing - people want to see the police where they live. PCSOs truly are the eyes and ears of local communities and they're a vital part of visible community policing. Whilst some forces have already cut PCSO numbers, as far as I'm concerned that has to be a last resort. PCSOs really are vital because, while warranted officers are required to dash about the county responding to calls, PCSOs are a constant in their communities. They get to know the people and the issues affecting their area. They are a comforting and familiar face.

Each year, Special Constables in Kent provide over 100,000 hours of policing which is a magnificent achievement. These unpaid volunteers wear a uniform, have the same powers as the Chief Constable and put themselves in harm's way like paid police officers - but all because they just want to give something back to their local communities.

However, what makes Kent's Specials 'extra special' is the fact they're not confined to some of the more mundane police officer duties. As well as local neighbourhood policing or emergency response, a key component of the strategy to encourage their retention has been to expand the range of roles they can perform, playing to strengths, interests and professional backgrounds. Rural Specials have been introduced to focus on crime and engagement in these areas; many are land agents, farmers, and rural residents. The Marine Specials have been broadened to include specialist search, providing a valuable reserve to call on when needed. Roads Policing Specials are now able to undertake Advanced Driving courses, making them as qualified as their regular counterparts, and a number of Specials are also working with the Dog Section. Because there is more in it for them, each Special gets more satisfaction and is more likely to stay, or perhaps consider a move into paid policing.

Either way, the people of Kent get a better, more effective and productive service every time the Special puts their uniform on. Pride and productivity: It's a win-win. In Kent, we chose to take a different approach and it's paid off. The simple fact that Kent Specials give more hours of their time than the national average proves the investment to make their role more professional and fulfilling has been worthwhile.

I would like to publically say well done and thank you to these ordinary individuals who perform such an extraordinary role and help to keep Kent safe.

#### **Mobile Police Stations**

Introduced in September 2013 to enhance engagement and make it easier for communities to access policing services, the fleet of Mobile Police Stations visit up to 360 locations each month.

With a dedicated team of PCSOs, seven day a-week coverage and location details and timings published on the Kent Police website and via Twitter, they continue to do a great job providing extra visible community policing to rural areas, and visiting crime hotspots and public events across Kent.

### **Youth engagement**

Following a workshop in April 2015 attended by representatives who either speak on behalf of, or work with young people, I established a new forum called the Youth Advisory Group (YAG).

Around a third of Kent's population is under 25 and I'm convinced that the best way to engage with young people is to listen to, and hear what they have to say – not just talk at them. Young people are the future and they need to have a voice.

The YAG carries on the good work of my Youth Commissioner by supporting, challenging and informing the work of my Office. The purpose of the YAG is to:

- actively engage and consult on policing issues affecting young people;
- gather evidence from young people to inform policy development;
- represent young people's concerns to inform my Police and Crime Plan; and
- serve as a conduit for other organisations to access young people and engage with them.

YAG meetings are held every quarter, and members include Kent Youth County Council, Medway Youth Parliament, Pipeline Youth initiative and CXK.

During the year, the YAG has met twice. In September 2015, the meeting focused on young victims and witnesses of crime to inform the development of Compass House and victim services in the county. In January 2016, as part of a national consultation with young people, the meeting discussed radicalisation following a presentation from the UK National Counter Terrorism Policing Headquarters.

In addition to the meetings, the YAG were consulted as part of the annual Police and Crime Plan refresh, have been invited to participate in the design of the new Kent Police website and are represented on the Independent Police Advisory Group (IPAG) Stop and Search Scrutiny Panel.

I do not underestimate the value and insight young people and those who work with young people can provide in ensuring communities remain safe, re-offending is reduced and trust and confidence in the police is maintained. That is why I have also continued to visit organisations and attend meetings to hear from young people first hand, including Kent Youth County Council, Medway Youth Parliament and The Prince's Trust. I am committed to engaging with young people and making sure their views are heard.

For more information on the YAG, click [here](#).

### **Keeping young people safe**

Young people face a whole host of issues and dangers online, and we all have a duty to do what we can to help them find a way to stay safe. However, parents are often not in a position to spell out the dangers if they are not 'tech savvy'.

That is why I'm so pleased that I was able to continue to fund three staff – PCSO Ashley Gorton, PCSO Sue Kemsley and PCSO Mandy Kimpton – to work full time delivering inputs on how to keep safe online to 10 and 11 year olds around the county.

Having received training endorsed by the Child Exploitation and Online Protection Centre (CEOP), they have engaged with over 20,000 children. Whilst the visits are predominantly in primary schools, they have also taken place at libraries, Scout and Guide groups, shopping centres and Mobile Police Stations.

It is reassuring that such a large number of children have been on the receiving end of these valuable inputs, giving them the knowledge and tools they need to enjoy all the huge benefits the internet can bring without putting themselves in harm's way.

## **Prevent crime, ASB and reduce repeat victimisation and offending**

### **Key progress areas in 2015/16**

#### **Partnership working**

One of the core principles underpinning my Police and Crime Plan is the value of partnership working. I recognise that crime and ASB cannot be tackled by the police alone.

Given the excellent work of the Community Safety Partnerships (CSPs), amongst many others, I have continued to provide financial support to existing partners. In 2015/16, despite the reduction in police funding, I was able to honour the three year funding commitment I gave to partners in 2013/14 by utilising under-spends in my Office budget. This has helped maintain vital community safety plans without adding to the Force's savings burden.

CSPs are key to local problem solving and the delivery of initiatives. I understand the value they add to local communities and examples of the positive work they undertake include:

- support for domestic abuse victims, including provision of One Stop Shops;
- raising awareness;
- support and education programmes;
- road safety activities;
- projects to support safer night time economies; and
- youth diversionary activities.

Other partners my Office has worked with include the Youth Offending Teams, Drug and Alcohol Action Teams, Clinical Commissioning Groups, NHS England, the Kent Criminal Justice Board and voluntary, community and faith organisations across the county.

The Chief Constable's and my commitment to partnership working is clearly articulated through our joint vision for policing.

#### **Independent Custody Visitors (ICVs)**

Managing this scheme is one of my responsibilities and during the year I was really pleased to welcome nineteen new volunteers. They completed their training in September 2015, and take the pool of Independent Custody Visitors in Kent to 55, plus three co-ordinators.

By making unannounced visits to police custody suites, speaking to detainees about their treatment, checking they've received their rights and ensuring conditions are up to standard, ICVs give my Office a real insight into what is going on behind closed doors. Each volunteer is expected to visit custody suites as often as once a month as well as attend training sessions, panel meetings and an Annual General Meeting.

Kent's Independent Custody Visitors are part of a national scheme set up in the 1980's in response to concerns about how detainees were being dealt with in police custody. Managing the scheme became a statutory duty of Police Authorities in 2002 and responsibility was subsequently transferred to elected Police and Crime Commissioners in 2012.

I am also committed to their personal development, and so when the ICVs identified a need for mental health training, I was only too happy to help. The ICVs often come into contact with people who have mental health issues and so my Office commissioned bespoke training - which included recognising signs of mental health issues, dispelling myths and improving communication with those suffering poor mental health - from the Independent Custody Visiting Association. People with mental health issues can be some of the most vulnerable to come into police custody and while there are a number of reasons they may find themselves there, it is only right that they are treated sensitively.

I'd like to thank the Independent Custody Visitors for giving up their time to help my Office hold Kent Police to account. Their findings provide reassurance that Kent Police is continuing to meet the high standards we all expect.

For further information on the Kent scheme, click [here](#).

## **Put victims and witnesses at the heart of processes**

### **Key progress areas in 2015/16**

#### **Supporting victims and witnesses**

In October 2014 the Ministry of Justice (MOJ) devolved responsibility and funding for commissioning victim services to Police and Crime Commissioners. However, the MOJ retained responsibility for commissioning some national services, such as support to those bereaved through homicide.

As Commissioner, I am committed to providing services to crime victims and witnesses that are the best that can be offered and tailored to individual needs. Crime affects everyone differently so it is only right that every victim can access the support that is right for them.

My victim services commissioning approach consists of the following:

- Compass House;
- Core Victim Service; and
- Specialist Victim Services.

#### Compass House

Having opened its doors in April 2015, on time and in budget, Compass House in Ashford was officially launched on 12 June 2015 at an event attended by dignitaries from across the county including the Chief Constable, the Chief Executive of Victim Support and the Victims' Commissioner, Baroness Newlove.

Compass House is the co-located hub for victim services in Kent and 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.

The set-up costs for Compass House were met from a one-off MOJ grant and to ensure it meets the genuine needs of people in Kent, a Victims' Panel was brought together to share ideas and real-life experiences. It even came up with the name Compass House – which reflects the fact that since the services are delivered within communities, the centre points individual victims and witnesses to whatever services they may need. Victims are not required to visit Compass House.

Victim Support, as the commissioned service provider and Kent Police's Witness Care Unit are co-located within Compass House. This co-location took place in April 2015 and has resulted in greater information sharing and joint working, which is of direct benefit to victims and witnesses. By bringing Victim Support staff/volunteers under the same roof as Witness Care Unit staff, Compass House is able to provide the best possible support to victims and witnesses of crime.

Other facilities provided at Compass House include:

- a staffed reception / welcome desk;
- support / counselling rooms for face-to-face meetings;
- two Live Link suites, for vulnerable witnesses to provide evidence at court remotely;
- private waiting room;
- training room; and
- 'hot desk' facilities.



The support rooms, training room and hot desk facilities are available for other organisations to utilise, free of charge, to meet with clients, undertake training and hold meetings, or hot desk, taking advantage of the co-location opportunities. Compass House has been commended as a blueprint for how victims' services should be delivered.

The Chief Constable and I have a shared vision for policing in the county and Compass House is a step towards putting victims where they belong, at the heart of the criminal justice system.

For more information on Compass House, click [here](#).

#### Core Victim Service

In April 2015, I awarded the independent charity Victim Support a 12 month contract to deliver an enhanced support service for victims and witnesses from Compass House. This was to enable my Office to gain a greater understanding of victim needs to inform the specification of a longer term contract.

Funded by a grant from the MOJ, the service has moved away from the 'one size fits all' national model and focuses on providing a tailored and individual response for victims and witnesses reporting to Kent Police, British Transport Police or Action Fraud. The service is also accessible to those who do not wish to report a crime to the police.

In addition to providing free and confidential initial telephone support, the service offers follow-up support within communities. The types of support available include:

- emotional support;
- signposting and onward referral;
- information and advice, including practical advice; and
- advocacy.

Other improvements to the service include:

- co-location of Victim Support and the Witness Care Unit at Compass House;
- calls being answered by staff in Kent instead of a regional centre;
- victims of a greater range of crime types being helped; and
- provision of support to an additional 14,000 people, with around 53,000 victims receiving help.

Following a thorough tendering process, I have now also selected Victim Support to carry on providing invaluable support to Kent's victims for at least another three years.

Under the deal, to start on 1 April 2016 and funded through an MOJ grant, Victim Support will reach out to around 75,000 victims a year. My Office has learnt a lot over the first 12 months from talking to Victim Support, partners and of course victims about the service they've been getting. We've listened, and this new contract will see Victim Support give an even better service.

Whilst Victim Support will continue to be based in Compass House, under the same roof as the Witness Care Unit, enhancements will include:

- Offering support to more victims of more crimes, particularly a broader range of victims suffering from domestic abuse.
- Using more convenient ways of keeping in touch with victims, such as text message or email, and outside office hours.
- Opening six 'Compass Points' across the county – places where victims can get face-to-face help and support.
- Pointing victims towards more specialist help, such as support for those bereaved or seriously injured after a road traffic collision.
- Offering more crime prevention advice, to prevent people becoming victims of crime again.

After the initial three years, the Kent Police and Crime Commissioner will review the service and have the opportunity to extend the deal for up to three further years.

For too long victims have been the ‘Cinderellas’ of the criminal justice system – the last people agencies thought about – when they should be the most important people. Victims deserve the very best, that is why we’ve created a locally focussed service here in Kent providing whatever support the victim needs. Without them there is no justice.

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

### Specialist victim services

Whilst Victim Support provides the core support service, there is also a need to ensure appropriate specialist support services are in place, such as trauma counselling and support for sexual assault victims. These specialist services need to work in collaboration with the core support service to ensure there are effective referral pathways for victims to access the right services.

Like last year, I invited bids to deliver the following specialist services across the county:

- trauma counselling and therapeutic services;
- support for hate crime victims;
- support for children and young people who have been victims;
- support for rape and sexual assault victims; and
- specialist domestic abuse support.

After a rigorous process, I awarded more than £280,000 to nine successful applicants – receiving grants of up to £50,000 each. This included a project which offers therapeutic support for children and families affected by trauma and abuse, an award-winning service working with hearing-impaired women suffering domestic abuse and a charity that supports hate crime victims with learning disabilities and autism.

For further detail on the organisations awarded funding, click [here](#).

### **Sexual Assault Referral Centre (SARC)**

Kent’s SARC, Beech House, marked its two year anniversary in October 2015.

Beech House is a 24 hour service offering support and practical help to anyone in Kent and Medway, male or female, who has been a victim of sexual assault. Importantly, during such a sensitive and traumatic time, Beech House offers an environment where victims and survivors can make their own decisions about what works best for them in their own time. The service is free, confidential and victims can seek help without having to contact the police or another third party and can decide if/when they wish to report an incident. It offers immediate medical care for health needs, a forensic medical examination (if the victim wishes) and crisis support in a caring and safe environment. Victims can then be referred to other local services to receive on-going health, welfare and counselling support.

Beech House also offers a 24/7 telephone helpline, staffed by nurses, that provides signposting and immediate advice to professionals and the public.

A few years ago, Kent was in the unfortunate position of only having a small-scale and basic SARC at the very north of the county in Darent Valley Hospital. Victims of sexual assault often had to be taken out of the county to receive the care and support that they needed. It was not open 24/7 and could not handle self-referrals. The situation was nothing short of a scandal and was totally unacceptable. For the past two years Kent has had a first-class SARC, offering the widest and most complete set of services the county has ever had.

With the levels of rape and sexual offences against women, men and children continuing to rise nationally and locally, this service ensures that victims are able to access essential services as quickly as possible. The emotional and physical impact of sexual assault is significant and the psychological consequences are linked to profound long-term health issues. There is also an increased risk of suicide for abused children when they reach their mid-twenties. Over the last two years, more than 500 victims have been assisted by Beech House, with the amount of people seeking help increasing each month.

Beech House is an integral part of the wider Kent Sexual Assault Referral Services (SARS) network and is co-commissioned by myself and NHS England, with additional funding from a number of local partners. The aim is to provide a personalised approach to victims of sexual assault.

I must pay tribute to my staff, particularly my Chief Finance Officer, Sean Nolan, and NHS England for making it happen. I am very proud of Beech House and what has been achieved.

For more information on Beech House, click [here](#).

## **Protect the public from harm**

### **Key progress areas in 2015/16**

#### **Child Sexual Exploitation (CSE)**

Child sexual exploitation is happening in Britain, including right here in Kent. It is not new, but for too long has gone unchallenged. The horrific abuse which went on under everyone's noses in Rotherham is testament to that.

As Commissioner I recognised the need for a more joined up approach to tackling child sexual exploitation in the county and made it a priority in my Police and Crime Plan. I was worried that child victims could fall through the gaps and be forgotten about, which is why I committed £200,000 each year for the next three years - on top of resources the Force already receives - to boost capacity to fight CSE and enhance multi-agency working.

Launched under the banner 'Operation Willow', the Child Sexual Exploitation Team was set up in December 2015. The police, Kent County Council, Medway Council and the NHS are now co-located and working together with schools, GP surgeries, taxi firms, hotels and pubs/clubs to identify and help those at risk and ensure offenders are brought to justice. Robust processes have been developed to ensure they receive early notification of CSE concerns, intelligence is gathered and analysed from across all agencies and when required, there is an effective multi-agency response that has the victim at its heart.

Since its launch, the team have received over 300 calls – resulting in more than 600 pieces of intelligence. A total of 19 offenders have also been arrested, meaning a number of children in the county have been safeguarded. In addition, with funding from my Office, the team has produced a short training video for officers and staff to raise awareness of CSE, including what to look for when engaging with young people who may be at risk.

Every police force is investigating historic allegations of child abuse and working proactively with partners to uncover abuse taking place behind closed doors. Victims of sexual abuse are coming forward, they are much more confident that they will be listened to, believed and their crime investigated, often after years of personal anguish.

For too long CSE has been hidden from view. One sexual offence against a child is one too many, but what is really important is to make sure when people do speak out, that these vile crimes are properly recorded and proportionately investigated. Joined-up working is key - by the time the police become involved it's often too late.

#### **Tackling terrorism**

Tackling radicalisation and terrorism is a key concern for any Commissioner. I welcome changes made by the government this year to create a duty for a wider range of partners to help prevent people from being drawn into terrorism, particularly schools that have a key role to play in protecting children from radicalisation.

However, the terror attacks in Paris last autumn changed everything. The terror threat to Britain remains severe, but the nature of the threat has changed. As the gateway to Europe, with over 30 million people travelling through our borders annually, the county is in a unique position and Kent Police must be able to respond if the unthinkable were to happen.

We no longer have the luxury of waiting for officers to arrive from neighbouring forces. In terms of public safety, the first few hours are the most vital and Kent Police must have the capability to mount an instant, immediate response. The kind of incidents we are increasingly seeing must be quickly controlled by local firearms officers.

After Paris, the Home Secretary asked all forces to increase their firearms capability by up to 50%. That is why, as part of my public consultation on the council tax precept for 2016/17, I proposed raising an extra £1.2 million to pay for 24 of the 37 additional firearms officers the Chief Constable needs.

In total, my Office received 895 responses, with 53.2% indicating that they were willing to pay a few extra pounds a year to recruit more firearms officers. Whilst I realise this adds to the burden of each family's council tax bill, the Chief Constable and I are committed to ensuring the communities of Kent are protected from all forms of harm.

Reassuringly, on the 3/4 November 2015 I observed a 'live play' exercise that took place at Ramsgate Port as part of the Home Office National Counter Terrorism Exercise Programme. In addition to Kent Police, partner agencies involved included South East Coast Ambulance Service, Kent Fire and Rescue Service, Kent County Council, the armed forces and Local Authorities.

### **Human Trafficking & Modern Slavery**

The Modern Slavery Act came into force in 2015, and it is estimated that more than 10,000 people are victims of slavery in all sorts of communities across the UK.

It is also a fact that in Kent there are young women who have been trafficked into the country to work in the sex trade. When I visited Kent Police and UK Border Agency officers based at Coquelles, I personally came face-to-face with this vile trade in human beings, witnessing 20 girls and young women being found in the back of a lorry bound for Britain.

That is why I signed up to the National Anti-Trafficking and Modern Slavery Network which is an agreement amongst Commissioners to work more closely together and share ideas. Human Trafficking and Modern Day Slavery are new and emerging challenges, but through effective partnership working they can be identified and tackled to ensure women like those I came face-to-face with at Coquelles get the service and support they deserve.

## **Deliver value for money**

### **Key progress areas in 2015/16**

#### **Her Majesty's Inspectorate of Constabulary (HMIC)**

I am always happy to receive reports and reviews from HMIC – I use their Inspectors as independent examiners of Kent Police. As such, they are a very valuable resource.

PEEL is a HMIC annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy. They are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and professional judgment.

Therefore, I am very proud that based on this year's PEEL assessment, HMIC has judged Kent Police to be one of the top performing forces in the country.

The Force was assessed as 'Good' for Efficiency, 'Good' for Effectiveness and 'Outstanding' for Legitimacy - the only Force in the country to achieve this judgement (see below).



For the first time HMIC also assessed leadership across the Force. This led to a narrative (as opposed to judgement) that confirmed Kent Police is 'a well-led Force where chief officers have communicated a clear and compelling sense of future plans and priorities that the workforce understands'.

In summarising Kent's performance in 2015, HM Inspector of Constabulary Zoe Billingham said:

*'I congratulate Kent Police on its performance in keeping people safe and reducing crime.'*

*The Force works well with partner organisations to prevent crime and anti-social behaviour. The quality of crime investigation is good and the Force works well to stop re-offending. The Force is good at disrupting organised criminality...*

*The Force has demonstrated robust financial management and has responded well to the financial challenges it has faced. It understands demand on its services and matches resources to meet demand. I am particularly pleased by the Force's commitment to continuous improvement, demonstrated through its approach to reducing demand...*

*I commend the way in which the chief officers have created an organisational culture that is extremely positive and supports the legitimacy of the Force. The care given to the wellbeing of the workforce is evident. Members of the workforce feel empowered to challenge decisions perceived to be unethical; and complaints and misconduct allegations are dealt with robustly and fairly. The strength of the culture within the organisation is reflected in the outstanding way in which the Force engages with the people of Kent...*

HMIC's assessment of Kent Police's leadership was also endorsed by a review earlier in the year led by Chief Superintendent Irene Curtis, President of the Police Superintendents' Association and commissioned by the Home Secretary into the use of targets in policing. Whilst finding the police service in general needs to tackle a culture of narrow target-chasing and box-ticking, it highlighted and praised the exceptional work of Kent Police in moving to a culture based on 'doing the right thing and providing a quality service'. The report states that the Chief Constable has 'changed the performance culture, but kept the culture of performing'.

Whilst I always believed it to be the case, to be assessed as one of the top-performing forces in the country by HMIC is music to my ears. It is testament to the great work of Chief Constable Alan Pughsley, his officers and staff. I'd like to pay tribute to all their hard work.



The Chief Constable and I have a simple message to everyone about policing in Kent – put simply; it is that the Force will give a quality service, putting victims and witnesses at the heart of everything it does. Indeed, HMIC and Chief Superintendent Curtis quite clearly recognise that this commitment is ‘mainstreamed’ within Kent Police.

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

### **Collaboration**

Sections 22 and 23 of the Police Act 1996 enable joint working between police forces and/or Police and Crime Commissioners where collaboration will deliver greater efficiencies or effectiveness.

Collaboration with Essex Police continues to provide benefits operationally and in terms of efficiencies. I was particularly pleased when our joint Estate Services won the Public Sector Sustainability Award 2015 for the most sustainable public sector organisation (emergency services). The Awards are run by the Institute of Public Sector Estates Management and acknowledge great achievements in the public sector.

The Chief Constable and I have also agreed to explore further opportunities within the Eastern Region, particularly as a number of the forces are moving to Athena in the future. In January 2016, at the Eastern Region Alliance Summit which includes formal membership of the Chief Constable and me, all 14 Chief Constables and Commissioners confirmed their unanimous support for a ‘Seven Force Strategic Collaboration Programme’.

The overarching aims of the programme are to deliver enhanced:

- Savings;
- Efficiency;
- Value for Money; and
- Public Service.

Efficiency, effectiveness, sustainability and providing the best possible service to the public will be at the heart of all decisions relevant to this Programme. Any savings accrued (be they cash or time savings) through the programme will be returned to respective Chief Constables/Commissioners to utilise in their own county in accordance with local priorities and Police and Crime Plans.

The success of collaboration in Kent and experience gained from it continues to feed into future work, as all avenues are explored to work collaboratively with other organisations and police forces.

### **Award for Control Room**

I was delighted when the ground-breaking joint Kent Police and Kent Fire and Rescue Service Control Room was named Fire and Rescue Project of the Year at the Improvement & Efficiency Awards 2016, run by the national Improvement & Efficiency Social Enterprise (iESE).

As Kent’s Commissioner one of my key roles is to make sure Kent Police represents value for money. By working with partners and other forces the Chief Constable and I have managed to sensibly save millions of pounds – and protect frontline policing as a result. All public services have had to endure years of cuts and whilst several police forces up and down the country have announced plans to work more closely with the fire and ambulance service – in Kent, we’ve been at it for years. I’m a champion for collaboration and this is a perfect example of how successful it can be.

In what was Britain’s first joint police and fire control room, KFRS staff moved into the Kent Police control room back in March 2012. Then, in 2014, KFRS and the Force began using the same IT system to enable closer working and to save even more money.

When you talk about the 'frontline', people automatically think of uniformed officers on the streets but we must not forget the Control Room staff who are frequently the first point of contact. The call handlers do a fantastic job dealing with one million calls each year, often from vulnerable or distressed people. This award is testament to their hard work and the determination of many people in Kent Police and KFRS.

## **Meet national commitments for policing**

### **Key progress areas in 2015/16**

#### **Operation Stack**

All of Great Britain benefits from trade with the continent, so it stands to reason that the nation as a whole should shoulder the burden when cross-channel traffic is disrupted for whatever reason.

That is why I called on the Government to reimburse the extra costs of policing Operation Stack from January to October 2015 – in total £576,925. Normal policing costs were not claimed for, only extra costs such as the salaries of officers from other forces who came to Kent Police's aid, Kent Police officers' overtime and National Insurance costs, printing of leaflets for lorry drivers and hiring of refrigerated lorries to provide food and water.

I also personally pointed out to senior Home Office officials that the figure would not meet their funding stream threshold criteria, but was assured that there was another clause – namely payment at the Minister's discretion.

To my utter surprise, the Home Secretary turned down my request, reiterating that the amount claimed for – less than £600,000 – did not meet the threshold criteria for the funding stream suggested by her own officials, who always knew this to be the case.

Not only was this very disappointing, but as a matter of principle it's simply not fair. Whilst Kent Police's professional and effective response, with partners, helped to minimise disruption across the county, Operation Stack is undoubtedly a national problem, and it is not right that policing in Kent is put under strain to deal with it. I firmly believe that local taxpayers should not have to pick up the bill for the inability of others to solve this problem.

Unfortunately, there is no other funding stream to access so, when Operation Stack happens again, we shall be in exactly the same position where Kent taxpayers are expected to pick up the extra policing costs for a national emergency.

## **Other 2015/16 highlights**

#### **Award for Chief Constable**

During the year, I was delighted when Chief Constable Alan Pughsley was awarded the Queen's Police Medal for Distinguished Service.

When I appointed Alan as Chief Constable in January 2014 I knew I had made the right choice. In his long career he has always given his best, and as Chief Constable here in Kent he has done a great job in changing the culture within the Force, doing away with targets and instilling a culture focused on correctly recording every crime and delivering a quality service which puts victims and witnesses first.

#### **Appointment of Chief of Staff**

Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint 'a person to be the head of the commissioner's staff'.<sup>1</sup>

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<sup>1</sup> Schedule 1, 6 (1)(a) - the Act refers to the position as the Commissioner's Chief Executive, but there is no requirement for the post to be formally titled Chief Executive.

My Chief of Staff resigned and left the Office in May 2015 to work for the Border Force. As a result, I advertised the post internally as a temporary appointment (until September 2016). At the time, the outcome of the general election – and therefore the future of Police and Crime Commissioners – was not known. Additionally, with another round of Police and Crime Commissioner elections scheduled for May 2016, I didn't want to tie the hands of any potential new Commissioner. In light of the possibility of it being a time-limited role, recruiting internally also had the advantage of appointing an individual with extensive policing knowledge who could 'hit the ground running'.

Following a comprehensive, fair and merit based selection process, and unanimous support from the Kent and Medway Police and Crime Panel, I appointed Mr Adrian Harper on the following grounds:

- A clear and unquestionable ethical approach, evidenced by his work as the Force Crime and Incident Registrar.
- 32 years' experience as a police officer and member of police staff.
- Experience dealing with representatives at the highest level in Government, and HMIC.
- Working closely in partnerships to deliver policing success.
- Managing a staff of 900 and a budget of £46 million.
- Demonstrable commitment to the training and mentoring of staff and officers at all levels.
- A keen understanding of the independence needed, and the political awareness required, to manage the Office of the Police and Crime Commissioner.

Adrian commenced as Chief of Staff on 1 June 2015.

### **Commissioning workshops**

To help increase knowledge, and support the development of new and existing skills amongst the voluntary, community and social enterprise (VCSE) sector, my Office hosted workshops covering commissioning, bid writing and scoring, working with commissioners and outcome monitoring.

In addition, a workshop was also held for statutory partners to support their knowledge of commissioning, managing grant applications and monitoring.

All the workshops were well attended and positive feedback was received from a number of attendees:

*'The presentation gave clarity to the tendering process and helped to narrow down exactly what commissioners will be looking for in any bid'.*

*'It was very professionally put together and helped me understand the commissioning landscape much more clearly'.*

### **Website award**

It's really important to me that my Office is open and transparent and that the people of Kent can find information easily. I was therefore delighted when the official Kent Police and Crime Commissioner website was awarded CoPaCC's Quality Mark for Transparency.

CoPaCC is an influential and independent body which monitors the activity of Commissioners. To date, its Quality Mark has been awarded to 24 of the 43 Police and Crime Commissioner websites, placing Kent among the most open and transparent.

Presenting the Quality Mark to my Office, CoPaCC founder Bernard Rix said:

*'This certificate acknowledges the work of the Kent Police and Crime Commissioner's staff in providing information to the public, which is a statutory requirement. When we check websites for transparency, in some cases we have to look hard to make sure the information is there, but in Kent they've done a great job in providing it and making it easy for us, and the public, to find'.*



## Code of Ethics/Ethics Committee

The Code of Ethics was introduced by the College of Policing in June 2014 and aims to professionalise the police service. Consisting of nine policing principles and building on the ten standards of professional behaviour, the Code is intended to help officers and staff make ethical decisions.

The Code applies to all police officers and staff, Special Constables, contractors and volunteers. It has also been adopted by my Office.

The Code requires Kent Police to establish an internal Ethics Committee, but to maintain public trust and confidence I have also established an external Ethics Committee. The Committee introduces independent, external expertise to the consideration of ethical issues and acts as a forum to debate complex issues and support a culture of ethical decision making.

In addition to my Chief of Staff and myself, the Committee consists of five Independent Members, the Chief Constable and other people by invite. The Independent Members are as follows:

- Elizabeth Bilton - a qualified accountant and Director of Internal Audit at MUFG. Elizabeth is also a Non-Executive Trustee and Honorary Treasurer of Plantlife International Conservation Charity.
- John Clarke - following an extensive career in the medical profession, John retired in 2013. While working for the NHS, John sat on the Local Medical Committee and the Professional Executive Committee of a NHS Primary Care Trust.
- Teresa Murray – a local elected Labour councillor and Deputy Leader of the Medway Labour Group. Teresa is also the spokesperson for Health and Community Affairs.
- Vyramuthu Navaratnam - a retired Senior Civil Servant with an extensive clinical career in the NHS before joining the Home Office. Vyramuthu has been a Justice of the Peace since 2006.
- Chrys Short - has held a range of high level nursing, teaching and management roles in the healthcare profession. Chris was previously a Member of the Dartford and Gravesham Ethics Committee and a Justice of the Peace.

During the year the Committee met twice. In addition to discussing outcomes from the Force internal Ethics Committee, topics considered by the Committee include:

- Legitimate and lawful use of Taser.
- The on-going culture change programme.
- Officer and staff discipline process.
- Proposed Government changes to the police complaints process and role of Commissioner.
- HMIC inspection findings and recommendations.

## Performance

In spring 2013 I used my new powers as Police and Crime Commissioner to commission HMIC to conduct an in-depth inspection of Kent Police's crime recording practices. They found that 1 in 10 crimes were not being recorded. This was not acceptable to the Chief Constable or me, or, more importantly, to the people of Kent. Some victims were being badly let down.

To the Force's credit, it took HMIC's findings on the chin and got on with putting things right. The Chief Constable and I oversaw a radical culture shift – from reaching numerical targets to simply giving a quality service and 'doing the right thing' for victims of crime.

Following the findings in Kent, HMIC undertook a national inspection of crime recording accuracy which found vast differences between forces. In fact, nationally, only about 80% of crimes are recorded – with varying degrees of accuracy between forces, ranging from 60% upwards.

Putting things right in Kent was never going to happen overnight, for a while the number of crimes increased significantly. Kent is over that now, but other forces are still going through a difficult transition.

Follow up HMIC inspections and regular internal audits have consistently found Kent Police is recording 96% of crimes correctly. HMIC has also said the public can have faith in Kent's crime figures and I believe that the Force probably has the most reliable crime statistics in the country. However, this does pose one question; how can Kent – where nearly every crime gets on the books – be fairly compared with other forces that are under recording?

The most recent recorded crime data published by the Office for National Statistics reported on the 12 months to September 2015<sup>2</sup>. Compared to the previous 12 months, this showed that while crime increased nationally, crime in Kent decreased.

Latest provisional Kent data - to February 2016 - shows a slight increase in recorded crime. In particular, and mirroring the national trend, there is an increase in violent crime and sexual offences. The increase in violent crime predominantly relates to offences where there is minor or no injury, including non-domestic incidents between friends, and offences such as harassment that can be committed online. Domestic abuse also represents around a third of all violent crime and the Force is working hard not only to safeguard victims of domestic abuse, but also adult abuse, child abuse, child sexual exploitation and hate crime. More than any other crime category, the level of sexual offences reflects the willingness of victims to report historic events to the police. Factors including Operation Yewtree and the so-called 'Savile' effect continue to positively influence the confidence of victims to report historic offences.

I'm reassured therefore, that an important reason for the slight overall increase in crime is that more victims are coming forward to report historic offences and offences going on behind closed doors. Whilst the Chief Constable and I are never complacent, one victim of crime is one too many, the fact that vulnerable people are getting the help they need can only be a good thing.

I continue to hold the Chief Constable to account for performance through formal governance structures, including my Governance Board and weekly meetings, as well as informal liaison and ad-hoc discussions between my Office and the Force. My Office routinely receives and reviews performance data and staff attend a number of Force meetings. In addition, I receive regular objective assessments from HMIC, and can commission HMIC to conduct inspections (as I did in relation to crime recording).

Recognising that in times of austerity, it can be easy to forget the Force's greatest asset, its people, my People Board provides an opportunity for me to hear directly from officers and staff about morale and wellbeing within the organisation and how the Mission, Vision and Values are being engrained.

Whilst I'm proud of the fact that Kent Police was the first force to tackle under-recording and I'm pleased with the Force's performance and progress, I am never complacent. No-one deserves to be the victim of crime and I continue to shine a light on victims and seek assurance from the Chief Constable that crimes are being properly recorded, properly investigated and victims are at the heart of the service.

## **Public Engagement**

Tackling local issues requires local knowledge. During 2015/16 I undertook an extensive programme of public engagement to connect with the people of Kent and understand their policing issues and concerns, including:

### Web Chats

The Chief Constable and I have held regular live web chats enabling questions or comments about policing in Kent to be submitted and responded to immediately. The web chats also enable people to watch questions appear during the online session and see how they are answered.

As part of my commitment to engage with young people and involve them in policing, I also hosted a web chat with Assistant Chief Constable Shiner specifically targeting 16-24 year olds.

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<sup>2</sup> 'Crime in England and Wales: Year ending September 2015' – published 21 January 2016.

### Commissioner's Surgeries

I have held three surgeries in my Office at Kent Police HQ. These sessions are specifically for people to come and meet with me on a one to one basis to discuss personal matters.

### Elected representatives

To inform my work and discuss policing across the county, I have met with a number of elected representatives from Kent County Council and Medway Council as well as district and borough councils.

### Kent Association of Local Councils (KALC)

I attended two joint meetings with the KALC, bringing parish representatives together from across the county. I was also invited to a number of parish council meetings and attended when I was able to do so, but unfortunately due to diary commitments it was not always possible.

### Online consultation

In addition to consulting on the refresh of my Police and Crime Plan, and the proposed council tax precept, my Office ran the 'Have your say' survey to find out about victims and witnesses' experiences of the criminal justice system in Kent.

### Community Engagement Visits

As part of my statutory duty to engage with local communities to discuss policing, I have visited locations, organisations and community groups right across Kent, including:

- Fremlin Walk
- Dover Community Hub 'One Stop Shop'
- Ashford Designer Outlet
- Swale Advocacy Partnerships
- Rotary Club – Ashford
- Swale Rural Forum
- Deal Civic Society
- Lydd Residents
- Thanet & District Reform Synagogue
- Dover Partnership Against Crime
- Hawkhurst Speedwatch
- Aspire2b

I visited a number of Community Safety Partnerships (including the Combined Community Safety Team), Maidstone Crown Court Witness Service and Beech House, the Sexual Assault Referral Centre.

In light of Kent Police being criticised for the policing of the violent protests in Dover at the end of January 2016, I visited Dover in the immediate aftermath to speak to residents and shop keepers. I can honestly say that whilst they were upset and angry with the protestors, no one had a bad word to say about Kent Police or how the protest was policed.

### Events and Conferences

In 2015/16 I attended a broad range of events and conferences including:

- The Kent County Show
- The Medway Try Angle Awards
- Kent People's Trust re-launch - Safer Kent
- Home Office – Police Reform Summit
- Kent Community Safety Conference - Dementia
- Blue Light Innovation Summit
- National Police Air Service Event

I have met regularly with the Chair of the Independent Police Advisory Group (IPAG) and presented at their Annual Forum. I also had the privilege of attending a number of events for minority or 'hard to reach' groups including a Disability Hate Crime Conference and Lark in the Park, as well as engaging with the Nepalese community following the devastating earthquake in Nepal.

I hosted a Policing in Austerity conference with representatives from local councils, community groups and members of the public to debate the budget, proposed council tax precept and future of policing in the county. With John Taylor, Chairman of the Business Crime Advisory Group, I also jointly hosted a Business Crime Conference attended by community leaders and dozens of business owners. With more business taking place online, the theme was emerging crime types, for example cyber-crime, and what action Kent's businesses can take to protect themselves.

I had the pleasure of launching Kent Police's Young Digital Leaders' Day, where around 100 Year 6 pupils from across Kent were invited to Kent Police College to mark international Safer Internet Day. I also had the privilege of watching a short play put on by sixth form students from The Robert Napier School tackling the brave and sensitive subject of Female Genital Mutilation (FGM). What was striking was how the teenagers shone a powerful spotlight on a complex issue with no props or costumes.

## **In Conclusion**

Kent has been my home for over 35 years and I am passionate about ensuring it remains a safe and welcoming place to live, work and visit.

If you would like further information about my Police and Crime Plan, my priorities or the Office of the Police and Crime Commissioner please visit my [website](#).

**From:** Ann Barnes, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Commissioner's Key Decisions – January to March 2016  
**Date:** 12 April 2016

**Decision:** To enter into a Seven Force Strategic Collaboration Agreement with the Eastern Region.

**Justification:** Sections 22 and 23 of the Police Act 1996 enable joint working between police forces and/or Police and Crime Commissioners where collaboration will deliver greater efficiencies or effectiveness.

Under section 22A of the Police Act 1996, the overarching aims of the Strategic Collaboration are to deliver enhanced:

- Savings;
- Efficiency;
- Value for Money; and
- Public Service.

**Decision:** To invest in the development of a short training video for Kent Police officers and staff to raise awareness of child sexual exploitation, including common risk factors and the signs to look for.

**Justification:** My Police and Crime Plan includes an emphasis on protecting the most vulnerable from child sexual exploitation. Further to the recently formed multi-agency Child Sexual Exploitation Team, providing information that assists all officers and staff to identify vulnerability and risk factors is crucial to ensure children are effectively safeguarded and offenders brought to justice.

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By: Peter Sass: Head of Democratic Services, Kent County Council  
Mike Overbeke: Head of Public Protection, Kent County Council

To: Kent and Medway Police and Crime Panel – 12 April 2016

Subject: Complaints against the Police and Crime Commissioner

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## **1. Introduction**

- 1.1 At its meeting on 2 June 2015, the Panel received a report on complaints against the Police and Crime Commissioner in the period May 2014-June 2015. The Panel requested a further report in twelve months (i.e. in June 2016). In order to provide information on complaints against the current Police and Crime Commissioner while she remains in office the report is presented to the Panel in April rather than in June and covers the period from April 2015 to March 2016.
- 1.2 The Elected Local Policing Bodies (Complaints and Misconduct Regulations) 2012 set out the statutory arrangements for dealing with complaints against Police and Crime Commissioners. Police and Crime Panels bear the statutory responsibility for resolving complaints and the Panel has established a Sub-Panel to undertake this role.

## **2. Complaints procedure**

- 2.1 When a purported complaint is received the Regulations provide for an initial decision to be made on whether to record the complaint and, if so, whether to disapply the Regulations. The criteria by which these decisions are made are set out in Regulations and in the existing policy (see Appendix). The Panel determined that these initial decisions should be delegated to the PCC's Monitoring Officer. This delegation was in line with clear Home Office advice and is the approach adopted by most if not all other Panels. The Explanatory Memorandum that accompanies the Regulations states: - "The Government takes the view that the task of the initial handling of complaints and conduct matters sits well with the role of the monitoring officer. Further, allowing scope for these matters to be dealt with internally in the first instance will promote the early resolution of minor complaints without unnecessary bureaucracy".
- 2.2 A complaint against the Police and Crime Commissioner is an allegation or expression of concern that she has taken or not taken an action personally. General criticisms of a PCC or of PCCs in general, or complaints about actions or lack of actions by the police do not come within the scope of the Regulations. The Government has recently consulted on possible changes to the Regulations and one of those possible changes is to make this point clearer in the Regulations.

## **3. Complaints in the last twelve months**

- 3.1 In the last twelve months there have been 10 recorded complaints against the Commissioner, compared with 9 in the period June 2014 to May 2015. Of those 10, the Regulations have been disappplied in 7 cases, 2 more than in the previous period. In line with the Panel's policy, details of the cases where the Regulations were disappplied, and the reasons for disapplication, were provided to Panel officers at the time and officers are fully satisfied that the PCC's Monitoring Officer made the correct decision in every case.
- 3.2 The 3 cases where the Regulations were applied were considered by the Complaints Sub-Panel, meeting on two occasions. In all three cases the Sub-Panel decided not to uphold the complaint.
- 3.3 Compared to the previous period, there has been a very slight increase in the number of recorded complaints against the Commissioner. It remains the case that no complaints have been upheld against the Commissioner and therefore, there has been no requirement for local resolution. The number of complaints recorded against the Kent Commissioner remains low compared with most other Commissioners.
- 3.4 There is a separate requirement under the Regulations to refer complaints about alleged criminal matters to the Independent Police Complaints Commission (IPCC). One such matter (not forming part of a complaint) was referred to the IPCC in August 2014. The IPCC published its report in September 2015 and noted in that report that, having considered the evidence, the CPS had decided not to prosecute. The IPCC report was fully discussed by the Panel at its meeting on 26<sup>th</sup> October 2015.

#### **4. Review of Policy**

- 4.1 No further changes to policy are suggested at this time.

#### **5. Recommendation**

- 5.1 That the Panel notes the contents of this report and requests a further report in June 2017.

**Contact:** Anna Taylor/Joel Cook  
Mike Campbell

Tel: 03000 416478/416892  
Tel: 03000 413346



## Complaints against the Commissioner- OPCC Policy

<b>Version 1</b>	<b>Approved by panel 29.11.2012</b>
<b>Version 2</b>	<b>Incorporating amendments made by Panel 28.5.14</b>

This policy is to be read in conjunction with the 'Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 ('the Regulations') and the associated guidance.

Any complaints made about the Police and Crime Commissioner for Kent or the Deputy PCC are to be handled by either the Police and Crime Panel ('the Panel'), or the Independent Police Complaints Commission (IPCC).

### **Making a complaint**

A complaint is defined as "an expression of dissatisfaction by a member of the public." It covers matters of conduct (which includes acts, omissions, statements, decisions) and those issues previously considered direction and control (organisational decisions, policies and procedures, and standards).

1. A complaint does not have to be marked as such to be considered a complaint, nor does it need to be in writing. All complaints, and purported complaints, will be registered.
2. Where a complaint is made, it will be the duty of the recipient to send a copy of that complaint to the Commissioner's Monitoring Officer (Chief of Staff). The Police and Crime Panel has delegated the initial handling of complaints to him.
3. The Monitoring Officer will make the decision whether to record the complaint.
4. The names and addresses of the people to whom complaints should be directed should be shared between the Panel, the OPCC, and all other bodies who may reasonably be expected to receive a complaint relating to the Commissioner.

### **Recording a complaint**

5. The Monitoring Officer will, on receipt of the complaint, register its receipt and details.
6. If this has not been received via the Police and Crime Panel, the Monitoring Officer will inform the Panel both that a complaint has been received, and of the complaint's content.

7. A decision will be taken whether to record the complaint formally within three working days.
8. Where the complaint is recorded, copies of the record will be provided to the complainant and the person complained about. The Chief Monitoring Officer will send a copy of the complaint to the named individual supporting the Panel. The identity of the complainant may be kept anonymous.
9. The Monitoring Officer may decide not to supply a copy of the complaint if they feel it would be against the public interest or could prejudice a criminal investigation.
10. However, the Monitoring Officer will not need to record the complaint if:
  - they are satisfied that the matter under consideration is being dealt with by criminal proceedings;
  - the complaint has been withdrawn
11. The Monitoring Officer also has the right not to record a complaint, or a part of a complaint, where, in their judgement, the complaint is not about the conduct of the Commissioner.
12. In all cases, the complainant will be notified of the decision, and where the complaint is not being recorded, the grounds for this decision. A copy of this decision will be provided to the Police and Crime Panel.
13. There is no right of appeal against non-recording.
14. A record will be kept of all complaints against the Commissioner, whether recorded or not.
15. If the individual then chooses to withdraw the complaint, they must do so in writing to the Monitoring Officer.
16. The Monitoring Officer will then take the steps required under section 16 of the Regulations.

### **Serious complaints and conduct matters, and referral to the Commission**

17. Any conduct matter, or conduct matter arising from civil proceedings brought by a member of the public, must be recorded by the Monitoring Officer.
18. Where a complaint is made that is deemed to be:
  - 17.1 A serious complaint
  - 17.2 A conduct matter, or conduct matter arising from civil proceedings brought by a member of the public
  - 17.3 Or, where the Commission requires itthen the matter will be referred to the Commission.

19. The presumption shall be made that if there is any doubt about whether the matter should be referred, it shall be.
20. The matter will be referred as soon as is practicable, and within 24 hours in any case.
21. The complainant and the person complained about<sup>1</sup> will be notified if the matter is referred to the Commission.
22. Where a complaint is referred to the Commission, and the Commission determines that it requires an investigation to be carried out, this shall be done in accordance with Part 3, and Part 2, section 8, of the Regulations.

### **Disapplication**

23. The Monitoring Officer may decide, in certain circumstances, to handle or resolve a complaint differently to the policy set out below under 'Locally Resolving a Complaint'.
24. If a complaint falls under the following categories:
  - 23.1 the complaint concerns the conduct of an elected individual, and is made by someone in their capacity as a member of PCC's staff at the time of the alleged conduct;
  - 23.2 more than 12 months have elapsed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either—
    - (i) no good reason for the delay has been shown, or
    - (ii) injustice would be likely to be caused by the delay;
  - 23.3 the matter is already the subject of a complaint;
  - 23.4 the complaint is made anonymously
  - 23.5 the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints;
  - 23.6 the complaint is repetitious (please see section below)
  - 23.7 And the Monitoring Officer believes that it would be best to handle the complaint outside of this policy, then they shall do so.
25. Where it is decided that a complaint should be handled otherwise than in accordance with the local resolution procedure as permitted under paragraph 23 above, the Monitoring Officer may decide to take no action in relation to it.
26. The Monitoring Officer shall notify the complainant of their decision. A copy of the record of complaint, and of the decision to disapply, will be provided to the Police and Crime Panel.
27. There is no appeal against the decision to handle the complaints in this manner.

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<sup>1</sup> The person complained about will not be informed if there is a belief that this may prejudice any possible future investigation

### **Locally resolving the complaint**

28. Where the Monitoring Officer has recorded a complaint, the Panel shall make arrangements to locally resolve the complaint (unless disapplication of the regulations has been agreed).
29. This shall be carried out as per Kent and Medway Police and Crime Panel's Policy.

### **Actions when the complaint is resolved**

30. When the complaint is finalised, the Panel will make a record of this. It shall be sent to the person complained about and to the complainant.
31. The findings will only be made public if both parties are given the chance to comment on this proposal, and the Panel feels that it is in the public interest to publish the record.

## Meeting Notes

**Title:** Governance Board  
**Date:** Wednesday 3 February 2016  
**Venue:** Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

**Attendees: Kent Police:** Chief Constable Alan Pughsley, Deputy Chief Constable Paul Brandon, Assistant Chief Constable Jo Shiner

**OPCC:** Ann Barnes (Police and Crime Commissioner), Adrian Harper (Chief of Staff), Sean Nolan (Chief Finance Officer)

### 1. Welcome and Introduction

The Commissioner welcomed all attendees to the Governance Board.

### 2. Notes of previous meeting and action updates

The Meeting Notes from the Governance Board on 11 November 2015 were noted as a true and accurate record and the following action updates provided:

- The OPCC to arrange for the Commissioner to visit Shepway Community Safety Unit.
  - Discharged – added to the Commissioner's forward planner.
- The Commissioner requested an offline update on Health's contribution to the CSE Partnership.
  - Discharged – update received from the Force.
- Under part B of the agenda, add 'CSE Team Progress' as a standing item.
  - Discharged – added to the agenda.

### 3. The Kent Criminal Justice System

- ACC Shiner gave an overview of the Criminal Justice System (CJS) in Kent, stating that it is overseen by the Kent Criminal Justice Board (KCJB), incorporating all stakeholders, including the Police, Crown Prosecution Service (CPS), Probation Service and Community Rehabilitation Companies.
- The Commissioner confirmed that as there are no performance targets within Kent Police it is difficult to compare performance against other agencies. However, the priority for Kent Police was to ensure victims and witnesses were at the heart of everything that is done.
- It was recognised that victims are not represented on the Kent Criminal Justice Board, and the Commissioner suggested that this may be an area worth exploring.

### **Case File Quality**

- ACC Shiner highlighted some of the reasons why quality of case files had become an issue. There had been significant movement of officers throughout the Force due to the Comprehensive Spending Review (CSR), which had resulted in officers being de-skilled and subsequently entering a new role where the skills required had to be redeveloped.
- It was explained that the quality of the case file facilitates more first time guilty pleas, reducing the impact on victims and witnesses.
- The Commissioner asked ACC Shiner what would happen if there was a victim who did not wish to pursue an allegation, either through their own personal judgement, or unwillingness to attend court. ACC Shiner confirmed that this would be the victim's decision, unless Kent Police had sufficient evidence and independent witness testimonies to support a prosecution.
- The Force had increased its number of Domestic Abuse Liaison Officers, in an attempt to increase the number of victims willing to give evidence. This in turn would hopefully result in a higher proportion of offenders being prosecuted for domestic abuse offences.

### **Technological Developments**

- The Commissioner stated that she had engaged with Senior Presiding Judge Lord Justice Fulford recently, and he was very complimentary about the way in which Kent Criminal Justice System is using video technology to enable vulnerable victims and witnesses to give evidence in court.
- An example was given where a vulnerable, housebound male was the victim of a distraction burglary, and the perpetrators assumed he would not be able to give evidence, resulting in a not-guilty plea. Upon realising the victim would be giving evidence, the suspects changed their plea to guilty. The victim's evidence was given via an iPad from his home address.
- ACC Shiner confirmed there had been some technical issues that Kent Police and the Kent Criminal Justice System have had to overcome. In particular, these focussed on legislation governing the use of video in court proceedings.
- The Deputy Chief Constable confirmed that Body Worn Video (BWV) was a useful tool to capture evidence at the scene, which included evidence of assault and violence, strengthening the prosecution case.

### **Kent Police Performance**

- A relocation of the Kent Police Criminal Justice Unit (CJU) to North Kent had resulted in a number of Police Staff leaving the organisation through voluntary redundancy.
- This had resulted in a number of vacancies within the unit, and necessitated a large recruitment drive. The Commissioner asked the Force why the vacancies had not been advertised, and filled sooner. The Force responded by saying that there are strict HR protocols that must be followed.
- The Commissioner asked whether it would be possible to fast track the new staff through the recruitment process, including vetting. The Force stated that this was not possible. For a number of individuals, responses from other police forces were required, which could extend the process. In addition, any form of fast tracked process had the potential to create risks associated with issues being overlooked.
- ACC Shiner stated that there was no national measure on case file quality. The current assessment of files is based upon the guilty anticipated plea (GAP) or non-guilty anticipated plea (NGAP). Kent Police is working with the CPS to ensure case files are of a standard which will facilitate a quality prosecution. In addition, from April onwards, there will be national measures, ensuring each officer submitting a case file has completed the work to the required standard.

- Within Sergeant and Inspector promotion processes, case file quality was now assessed, focussed on the applicant's ability to effectively monitor case file quality. This had created a force-wide interest in case file quality.
- There were now dedicated officers on each division to scrutinise each case file for quality and fullness. The number of officers reviewing case files on each division was dependent on the case file volume.
- The Commissioner asked whether the number of case files being sent back to the Force for further work was letting victims down. The Deputy Chief Constable explained that Kent Police was improving its working practices and uplifting all officers skills. In addition, he stated that the CPS and the court system needed to work more closely together to ensure a quality service is provided to all.
- ACC Shiner confirmed that there was no national inspection of the victim journey, which results in no national standard for victim services. The Force stated that if this was to happen, it would be a good opportunity to hold all partner agencies to account.

#### **Operation DICE**

- Kent Police commenced Operation Dice to improve case file quality and timeliness. The Commissioner agreed that this was a huge investment from the Chief Officer team with regards to the level of commitment towards improving victim satisfaction and service levels within the Force.
- The first case file produced under the guidelines of Operation Dice is scheduled for hearing at court next week, which will allow the Force to request information from the CPS to ensure the objectives are being met.
- The CPS and Kent Police will continue to routinely dip sample case files from each division to ensure that they are of the standard required.

#### **Positive Outcomes**

- Further examples of positive outcomes from Force technological developments were provided, such as a vulnerable victim being assisted with their finances by a neighbour, who was intentionally using their debit card to withdraw money for their own use. The victim was housebound and was unable to attend court. Evidence was given through a Samsung smart phone, with further evidence being submitted via a Force iPad in the form of bank statements, to strengthen the prosecution case.
- The Kent Police Video Exploitation Programme had reduced the time officers spend travelling to and from court, and allowed them to give evidence via video link. This had reduced the amount of time officers were being extracted from community policing.
- Recent joint working with the National Crime Agency (NCA) resulted in seven arrests for various firearms offences, including the seizure of 22 assault rifles, 9 machine pistols, 58 magazines, 2 silencers and over 1000 rounds of ammunition. The suspects did not leave police custody during the process, and were streamed into the court, live from custody. This reduced the demand for transportation and the risk to the public by eliminating the requirement to transport the offenders between custody and court.
- As of January 2016, there is 100% coverage of video enabled court rooms in both crown and magistrates courts.

#### **Actions**

- **The Commissioner to write to Michael Gove regarding the prospect of a joint inspection concerning the victims' journey through the Criminal Justice System.**
- **The Force to provide an update at the next Governance Board on Operation Dice.**



#### 4. Disrupting Organised Crime Groups

- The Commissioner began the discussion by asking the Chief Constable to confirm the definition of an Organised Crime Group (OCG). The Chief Constable summarised the definition as; 'A group of individuals working with others, on a consistent basis, with the capability or intent to commit serious harm or serious crime.'  
*(National Crime Agency definition: 'Serious crime planned, coordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain.')*
- The Chief Constable reiterated the Force's vision for Local to Global, confirming that all Police Staff and Police Officers, throughout the divisions, are supplying and reacting to intelligence from a wide range of sources.
- Local Police Officers and PCSOs are now fully aware of the role they play in terms of intelligence gathering and the importance of reporting what they see. This had also extended to Police Officers and PCSOs knowing who individuals of interest are within their area.
- There are 44 established OCGs within Kent, but the Force understands that OCGs do not solely work within Force boundaries. The Commissioner asked if this number was reducing, increasing, or plateauing, with confirmation from the Chief Constable that the number of OCGs does not change dramatically.
- The Chief Constable explained the disruption scoring for OCGs and clarified that there is an OCG Scoring Panel, which works to a national scale. This panel consists of members of the Serious Crime Directorate (SCD) and members of local divisional staff.
- The Commissioner asked about the operations Kent Police conducts with partner agencies, aside from the National Crime Agency (NCA). The Chief Constable confirmed that joint operations have been completed successfully with other agencies including Trading Standards.
- The Chief Constable confirmed that the NCA has no directing powers over Kent Police officers and staff, and any work conducted by the NCA within county boundaries would be raised with the Chief Officer team beforehand.
- The Commissioner asked the Chief Constable whether he had sufficient resources. The Chief Constable responded by saying that it is a very important part of the business, and very complex. If it was not understood properly, then there was the potential for an increase in firearms and drug use within the county.
- The Commissioner asked the Chief Constable how the development of new crimes such as Child Sexual Exploitation (CSE) and cybercrime were being addressed by SCD. The Chief Constable confirmed the CSE team works closely with the Paedophile On-Line Investigation Team (POLIT) and regularly consults with experts within the cybercrime field.
- The Deputy Chief Constable explained that it is not always possible to get the desired result, which in most cases would be an arrest and charge. However, through partnership working, the Force is still able to significantly disrupt OCGs. An example of this would be gaining intelligence for other agencies, such as local councils to then take action against an offender.
- The Commissioner asked the Chief Constable about the income the Force receives through the Proceeds of Crime Act. The Chief Constable stated that he did not have an exact figure, but the Force aims to acquire more forfeiture than confiscation.

## 5. HMIC Value for Money Profiles (2015)

- The November 2015 Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money (VfM) Profile provides comparative data on a wide range of policing aspects, benchmarking these against the Most Similar Group (MSG) and nationally.
- In HMIC's PEEL Inspection, as well as their VfM Profile, it was evident that Kent Police continued to be run efficiently, with the Force being considered as low cost.
- It was confirmed by the Chief Constable that there had been an increased spend on training for both Police Staff Employees (PSE) and Police Officers. The most valuable Force resource was its officers and staff and there was a requirement to ensure they were sufficiently well trained.
- The Commissioner enquired about the spend on Public Order training, and whether this was suitable, and proportionate for the threat level within Kent. The Deputy Chief Constable confirmed that Kent trained officers and staff in line with the national framework, with courses being run for Commanders and Tactical Advisors as well as all ranks.
- The Commissioner agreed with this, stating that the events in Paris and events over the weekend in Dover had reinforced this. The actions of all Police Officers and PSEs who were involved were applauded.
- The increase in the Council Tax precept was discussed, with the Commissioner stating that this would fund an extra 24 officers with firearms capability, ensuring the safety of the public within Kent.
- The Chief Constable confirmed that all the income from the increase in precept would be spent on firearms officers. A timescale was given of 12 – 18 months before all officers would be fully trained and on the streets. There were varying issues with regards to recruitment, none more so than other forces also recruiting firearms officers.
- Ian Drysdale confirmed that the savings the Force was expected to make were going to have to come from back office functions, along with developments in technology. This would in turn, maintain the highest level of officers possible on the front line.

### Action

- **The Commissioner requested confirmation that the Public Order training spend was reasonable for the requirements of Kent Police.**

## Part B – Standing / Routine Update Items

### 6. Update on Child Sexual Exploitation – A Partnership Approach

- The Chief Constable confirmed that the Force, along with the OPCC, had provided funding for the CSE team for the next three years.
- Staffing within the CSE team was now complete, with the exception of Health, with assurances received that recruitment was underway.
- The Commissioner asked the Chief Constable about the PEEL Vulnerability Report which highlighted some areas for improvement (AFI). The Chief Constable said that the information within the report was now 10 months out of date, and that if a further inspection was to take place, numerous improvements would be noted.

- The Chief Constable explained that through the new CSE team, the intelligence being received was increasing its effectiveness.

#### **Working with Partners**

- It was explained that when CSE incidents are reported to the police, it is actually too late, in that the incident has occurred and an individual has already become a victim. Through close working with partners, such as schools, police are able to work with teachers, who are able to identify warning signs earlier.
- ACC Shiner sits on the Kent Safeguarding Children's Board in order to gain a more cohesive picture of the multiagency approach.
- The Commissioner asked what steps were being taken by the Force and partner agencies to protect the most vulnerable, such as asylum seekers and children in care. ACC Shiner responded by saying that there was difficulty in not 'overstepping the mark' with regards to legality and proportionality. Social workers often find it difficult to engage with such individuals as they are normally within multi-occupancy addresses. In addition, they often have little trust and faith in enforcement agencies.
- ACC Shiner explained that some individuals come from extremely traumatic backgrounds and this does not stop when they get to the UK. Some may even go missing before any agency is able to make contact with them.

#### **Action**

- **The Commissioner requested an update on how the CSE Team is addressing the risks associated with the most vulnerable, such as asylum seekers and children in care within Kent.**

### **7. Financial Monitoring and Savings update**

- It was confirmed by the Chief Constable that the Force, despite the Home Secretary's announcement, will still be required to make savings over the next four years.
- Kent Police is in a strong position, given that all funding plans have been agreed a year in advance, which was confirmed by Ian Drysdale as good housekeeping.
- The Commissioner has agreed to defer a proportion of the savings by using £5.5m of reserves. This has enabled the Force to gain more time to design, develop and implement changes necessary to achieve the required savings.
- The savings are planned to come from 'back office' functions, in addition to advancements in technology, to help maintain levels of policing on the front line.

### **8. HMIC & Related Report(s) and Performance Updates**

- The Chief Constable confirmed that HMIC reports allow Kent Police to address issues that have been objectively identified. These include the vulnerability action plan, along with case file timeliness and quality and victim code compliance.
- This ensured the Force is upholding the highest standards and performing in line with HMIC and the public's expectations.

#### **Firearms Licensing**

- A recent national HMIC inspection, of which Kent was not one of the forces inspected, produced numerous recommendations for all police forces with regards to allocation and verification of firearms licences.

- ACC Shiner stated that within Kent, there are currently; 5,283 firearm certificate holders, 21,104 shotgun certificate holders, 135 Registered Firearms Dealers Certificates, 48 Firearm Club Certificates and a total of 20,905 firearms and 50,971 shotguns. Compared to other counties, this was slightly higher than the average.
- The Commissioner asked the Chief Constable for the reasons behind the backlog within Firearms Licensing. The Chief Constable responded by saying that there was a demand, resource imbalance. However with limited resources, decisions had to be made about where they would be most effectively deployed; there was also a requirement to understand future demand.
- The Commissioner asked how the Force could be certain that the individuals being granted a firearms certificate were suitable, along with the firearms having a suitable place to be stored. The Chief Constable confirmed that all applications were followed up by a home visit.
- ACC Shiner confirmed that the system being used at the moment by the Firearms Licensing team was a national system that was not able to collate as much information as the Force would like.
- There have been some new, emerging issues received by the Firearms Licensing team, including individuals wishing to take their registered firearms to university to partake in shooting clubs. Given the requirements for secure storage, sometimes this was not possible.
- ACC Shiner disclosed that the cost of processing firearms licenses outweighed the revenue received. The cost of the licensing fee depends on the type of license and whether the application was a renewal or first time application.
- The Deputy Chief Constable confirmed that the level of firearm offences within the county of Kent had been low over the last few years.

## Action

- **The Commissioner requested a comparison between the cost of processing firearms licenses and the revenue received.**

## 9. Update on Significant Operational Matters

- The Chief Constable spoke about the events in Dover, but was mindful not to go into too much detail until the full Post Incident Review had been completed.
- It was confirmed that in order to ban a protest or march, police must have intelligence to reasonably believe there is going to be serious disorder which is regarded as being at the very serious end of violence, including widespread disorder, looting and rioting.
- The Commissioner stated that she had spoken to the people of Dover, and no one criticised the actions of Kent Police. The only complaints received were towards the protesters.
- The Chief Constable stated that PSEs and Police Officers would have access to welfare or support services they may need following the events in Dover.

Action	Status	Owner	Due date
The Commissioner to write to Michael Gove regarding the prospect of a joint inspection concerning the victims' journey through the Criminal Justice System.	Discharged	The Commissioner	05/04/2016
The Force to provide an update at the next Governance Board on Operation Dice.	Open	The Chief Constable	05/04/2016
The Commissioner requested confirmation that the Public Order training spend was reasonable for the requirements of Kent Police.	Discharged	The Chief Constable	05/04/2016
The Commissioner requested an update on how the CSE Team is addressing the risks associated with the most vulnerable, such as asylum seekers and children in care within Kent.	Discharged	The Chief Constable	05/04/2016
The Commissioner requested a comparison between the cost of processing firearms licenses and the revenue received.	Discharged	The Chief Constable	05/04/2016