

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Councillor

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Darent Room, Sessions House, County Hall, Maidstone** on **Wednesday, 26th June, 2013, at 2.30 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 01622 694764

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

Membership

Councillor Gerry Clarkson	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Anthony Martin	Dartford Borough Council
Councillor Sue Chandler	Dover District Council
Councillor John Burden	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Annabelle Blackmore	Maidstone Borough Council
Councillor Les Wicks	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor David Monk	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Mrs Iris Johnston	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor David Jukes	Tunbridge Wells Borough Council
Councillor Alex Perkins	Co-opted member - Canterbury City Council
Councillor Gordon Cowan	Co-opted member - Dover District Council
Councillor Ian Chittenden	Co-opted member - Maidstone Borough Council
Councillor Rupert Turpin	Co-opted member - Medway Council
Mr Dan McDonald	Independent Member
Mr Gurvinder Sandher	Independent Member

UNRESTRICTED ITEMS

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

- 1 Election of Chairman
- 2 Election of Vice-Chairman
- 3 Introduction/Webcast Announcement
- 4 Apologies and Substitutes
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Meeting held on 9 April 2013 (Pages 1 - 4)

B - Commissioner's Decisions

- B1 Commissioner's Decisions (Pages 5 - 6)

C - Commissioner's reports requested by the Panel

- C1 Chief of Staff Confirmation (Pages 7 - 14)
- C2 Progress on Recruitment and Deployment of Officers and PCSOs (Pages 15 - 16)
- C3 Community Safety Landscape Update
- C4 Consultation and Engagement Strategy (Pages 17 - 26)
- C5 Report back on SARC Summit

D - Future Work Programme

- D1 Future work programme (Pages 27 - 28)

E - Any Other Business

- E1 Home Affairs Committee Report (Pages 29 - 74)
- E2 HMIC Report on Crime Recording in Kent (Pages 75 - 102)

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)

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KENT COUNTY COUNCIL**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 9 April 2013.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr M O'Brien (Vice-Chairman), Cllr Mrs A Blackmore, Cllr J Burden, Cllr Mrs S Chandler, Cllr D Monk, Cllr M Rhodes, Cllr T Martin, Turpin, Cllr P Fleming, Cllr Mrs I Johnston, Cllr P Todd, Mr A H T Bowles, Councillor A Perkins, Mr Dan McDonald, Mr Gurvinder Sandher and Cllr J Cunningham (Substitute for Mr D Jukes)

ALSO PRESENT: Mrs A Barnes (Kent Police and Crime Commissioner), Mr S Nolan (Acting Chief Executive and Chief Finance Officer), Mrs K Chapman (Policy and Research Officer), Chief Constable Ian Learmonth and Deputy Chief Constable Alan Pughsley.

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

UNRESTRICTED ITEMS**18. Minutes of the Meeting held on 5 February 2013**
(Item A4)

- (1) In response to a query from the Chairman the Commissioner explained that she had not yet had opportunity to investigate the possibility of compiling some statistics to identify the extent to which alcohol and/or drugs were influencing crime statistics as had been requested previously by the Panel.

RESOLVED that the minutes of the meeting held on 5 February 2013 be signed by the Chairman as a correct record.

19. Update on the departure of the Chief Executive and appointment of Chief of Staff - oral update
(Item B2)

- (1) The Commissioner explained that the Chief Executive had moved on and Mr Sean Nolan had been seconded into the position of Acting Chief Executive. The Commissioner was actively seeking a Chief of Staff and an advertisement placed in The Times newspaper had received a good response. Shortlisting for the position of Chief of Staff would take place at the beginning of May and one of the Panel's Independent Members, Mr G Sandher, had been asked to take on an observer role on the appointment panel. The confirmation hearing for the Chief of Staff was planned for 4th June and it was hoped that someone would be in post by the summer.
- (2) The Chairman asked how the roles of the Chief of Staff and the Chief Executive differed. The Commissioner explained that both had statutory duties but the Chief of Staff would have a greater role in policy advice.

RESOLVED that the Kent and Medway Police and Crime Panel noted the Commissioner's update on the departure of the Chief Executive and the Appointment of the Chief of Staff.

20. Appointment of Youth Commissioner - progress report
(Item B3)

- (1) The Chairman introduced this item and explained that guidance from the Head of Legal Services at KCC was that; it would be inappropriate to discuss the individual Youth Commissioner or the selection process which led to her appointment. It was, however, appropriate to discuss the principle of a Youth Commissioner appointment. The Commissioner confirmed that an independent review of the appointment process would be carried out and the results shared with the Panel.
- (2) The Commissioner explained that it had been her intention to give a face and a voice to the young people in Kent and Medway through the Youth Commissioner role. She had offered to fund a third of the Youth Commissioner's salary herself and the remaining 2/3 would be paid by her Office.
- (3) Members raised the following comments
 - a. It was important to remember that in many areas young people needed more support than was given on this occasion. There were lessons to be learnt from this.
 - b. The principle of the Youth Commissioner role was generally welcomed and many members had been saddened by the events of the past few days.
 - c. A number of Members suggested that views could be gained from working with the Kent, Medway and District Youth Councils.
- (4) Members were aware that the police were working in schools to educate young people on the seriousness of crimes and making young people aware that issues in their past could be raised at any point in the future. There was a view that the age limit of the Youth Commissioner should be raised.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the Commissioner's report on the Youth Commissioner and request a report back at a future meeting.

21. Establishment of Local Policing Forums - progress report
(Item B4)

- (1) The Commissioner explained that she aimed to be the most accessible commissioner in the country and had already held a number of public events. 'Meet the Commissioner' was being held every two months and the Commissioner also planned to visit schools and to run a school competition to create a picture for the side of the Commissioner's van. It was confirmed that anyone was welcome to attend the public meetings with the Commissioner.
- (2) A Member asked what the role of the Independent Advisory Groups would be in the future. The Commissioner explained that there were now organised by the force and that when a new Chairman of the Strategic Independent Advisory

Group was in place she would hold further discussions about the future of the Groups.

RESOLVED that the Kent and Medway Police and Crime Panel noted the Commissioner's report on the 'Establishment of Local Policing Forums'

22. Mapping of resources and deployment of mobile police stations - oral report

(Item B5)

- (1) The Commissioner explained that she had put together a manifesto delivery group with the Force who were working through all the commitments previously made. The Commissioner's Office were mapping where the mobile police stations would be best placed. The plan was for each division to have a number of mobile police stations which would visit 3 places per day and their visits would be recorded on a website. The Chief Constable confirmed that additional Police Community Support Officers (PCSOs) were being recruited and that the aim of the mobile police stations was to be seen and to interact with the 'harder to reach' groups. It was hoped that the mobile police stations would be deployed mid July.
- (2) The Chairman needed to be assured that having closed police stations, to save resources, mobile police stations were the best way of using the resources available. The Commissioner confirmed that she was satisfied that the resources were being used in the best way.
- (3) Panel Members were generally very supportive of mobile police stations, particularly where in some areas streetlights were being turned out over night. The Commissioner explained that mobile police stations would be driven by PCSOs but might also contain police officers. There was an opportunity for the mobile police stations, not only in the rural areas, but in large towns like Dartford and Maidstone.
- (4) One Member asked whether mobile police stations would be responsive to problems. The Commissioner explained that initially the mobile stations would be travelling around trying to cover as much of the county as possible. In time and finance permitting they could be used to respond to problems. It was hoped that there would be an increased police presence as a result of the mobile units.

RESOLVED that the Kent and Medway Police and Crime Panel broadly welcomed the deployment of mobile police stations and welcomed the Commissioner's assurance that she would take on the comments made by the Panel and would report back in early 2014 (approximately 6 months after they are deployed).

23. Sexual Assault Referral Centre in Kent and Medway - oral report

(Item B6)

- (1) The Commissioner introduced this item and explained that Kent and Medway was the only Force area not to have a well-equipped 24 hour Sexual Assault Referral Centre. Further discussions were taking place at officer level with partners to understand what actions were necessary to ensure there would be a 24hour centre

available. This had also been a matter of concern for the Community Safety Partnership and the need for a 24 hour centre would continue to be supported.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the report and offered support to the Commissioner.

24. Commissioner's plans for Advisers after contracts expire on 31st May and 30th June - oral report

(Item B7)

- (1) The Commissioner explained that she currently had three advisors on short term contracts. A new Chief of Staff was being recruited and one of their first tasks would be to restructure the Commissioner's Office. There was a need to retain two of the temporary staff advisors. It was intended that Mr Thompson's contract would expire in June but Mr Cox and Mr Carroll's contracts could either be extended for up to 6 months or additional skills could be bought in as and when needed. The Commissioner welcomed any comments the Panel had.
- (2) Members generally supported the Commissioner's use of advisors and thought it was important that she had the best team in her office at the end of the recruitment process. The Chairman explained that staffing within the Commissioner's office was her own decision but the Panel were keen to ensure that due processes were followed in appointing staff or contractors.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the report on the Commissioner's Advisors.

25. Commissioner's Decisions since the last Panel meeting

(Item C1)

RESOLVED that the Kent and Medway Police and Crime Panel noted the decisions made by the Commissioner's since the last Panel meeting.

26. Future work programme

(Item D1)

RESOLVED that the Kent and Medway Police and Crime Panel noted the future work programme.

27. Notes of Governance meeting on 20th March 2013 - to follow

(Item E1)

- (1) The notes of the Governance meeting 20 March 2013 would be circulated to Members.

Key Decisions made by the Commissioner and her Office. April - May 2013

1. Appointment Offer to fill the new Chief of Staff role subject to vetting.
2. Decision to adopt Kent Force correspondence management system
3. Decision to discount the police precept element, (est. cost £30000) for Special Constables with two years' experience, from 2014/15 onwards
4. Decision to hold a major neighbourhood watch forum (to take place in June)
5. Decision to hold briefing events for parish and Town councillors, organised in conjunction with Kent Association of Local Councils. Three such events to take place in July.

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Appointment of Chief of Staff

Summary:

This paper provides information on the proposed appointment of a new Chief of Staff by the Kent Police and Crime Commissioner. It details the appointment process and information on the nature of the role, but due to on-going vetting processes, it does not provide details of the nominated candidate. This information will follow in a supplementary paper.

Background:

1. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act to hold a confirmation hearing for all senior appointments made by a Police and Crime Commissioner. Senior appointments are defined as the Commissioner's Chief Executive (Chief of Staff), Chief Finance Officer, and where relevant, Deputy Commissioner.
2. Under Schedule 1 (9) of the Act, the Commissioner must notify the Police and Crime Panel of her proposed appointment, and include the following information in the notification:
 - a. The name of the nominated candidate
 - b. The criteria used to assess the suitability of the candidate
 - c. Why the candidate satisfies these criteria
 - d. The terms and conditions upon which the candidate is to be appointed
3. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the recruitment process and to make recommendations on the proposed appointment. Following the confirmation hearing, the Panel must make a report to the Commissioner, including a recommendation as to whether or not the candidate should be appointed. The Commissioner may accept or reject this recommendation.

Introduction:

4. This paper provides information on the recruitment process for the Commissioner's Chief of Staff. It details the nature of the intended role, the conditions upon which the successful candidate is to be appointed as well as the criteria used to assess the suitability of candidates. It does not include details of the successful candidate at this stage, as the offer of employment made is still subject to the completion of vetting processes.
5. A paper providing information regarding the name of the successful candidate and why they satisfy the criteria used to assess candidates will be provided as soon as vetting has been successfully completed. It is hoped that this will be in advance of the 4th June meeting to allow the confirmation hearing to take place.
6. Provided vetting is complete, the nominated candidate will attend the Confirmation hearing on 4th June to answer questions raised by the Police and Crime Panel members. The offer of employment made to the successful candidate will remain conditional until after the Panel has made its recommendations on the appointment.

Appointment of Chief of Staff:

7. 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*' (Schedule 1, 6 (1)(a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.
8. The role of the head of the commissioner's staff is seen to be different from the previous role of Chief Executive and will place greater emphasis on providing policy advice and steering the team within the OPCC. To mark this difference, the post in Kent has been titled 'Chief of Staff'. The new Chief of Staff role therefore replaces the existing post of Chief Executive.
9. The Chief of Staff post for the Kent PCC was advertised on Monday 25th March 2013, with a closing date of Wednesday 17th April 2013. The job advert was posted on the Commissioner's website and also placed with the Sunday Times, Jobs in Kent and LinkedIN. A copy of the job advert is attached as Appendix A.
10. The post is to be offered on a permanent basis, with a salary of £90,000. The post holder would also be eligible to enter the Local Government Pension Scheme. The successful candidate will be required to undertake the statutory governance duties of the Chief of Staff as required within the Police Reform and Social Responsibility Act 2011. This includes acting as monitoring officer to the PCC, ensuring financial propriety, and providing advice and recommendations to the PCC so as to enable and assist the Office of the Police and Crime Commissioner to fulfil its statutory functions. The Chief of Staff will also have the opportunity and flexibility to create the framework of support needed within the OPCC to enable it to operate efficiently and effectively. The job description for the role is attached at Appendix B.

Appointment Process:

11. The appointment process for the Chief of Staff position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit. The Police and Crime Panel were invited by the Commissioner to observe the process to provide reassurance that proper processes had been followed.
12. The response to the Chief of Staff advert was extremely positive, and in total, 64 applications were received. 16 candidates were long listed by the Commissioner, based on a set of minimum criteria for the role. These criteria are attached at Appendix C. Candidates successful at long-list stage were those who had fully evidenced each of these criteria within their application. All long-listing forms were anonymised to ensure objectivity.
13. Six candidates were then shortlisted for interview from this long list by a Panel, which included the Commissioner, Catherine Crawford (a previous Chief Executive of the Mayor's Office for Policing and Crime) and Paul West (Policing Advisor). The criteria used for shortlisting is also attached at Appendix C. Of those candidates shortlisted, 67% were male and 33% were female (four and two respectively). There were no ethnic minority candidates.
14. Prior to interviews, a briefing day was held for short listed candidates on 8th May. This briefing event provided detailed information on the Commissioner's manifesto and plans, the nature of her office, as well as a series of presentations from Kent Police on the structure and

challenges of policing in Kent. The briefing day also included representatives from partnership organisations, including Community Safety Partnerships, Kent County Council and Medway Council.

15. Interviews for the post were held on 16th and 17th May. The interview process was extremely comprehensive and included a media task, presentation and a panel interview. The criteria assessed at interview were:
 - Be proactive, innovative and creative
 - Plan, organise and implement activities at a strategic level
 - Be an inspirational leader
 - Anticipate the needs of the Commissioner, and the people of Kent.
 - Be committed to public service
 - Manage performance, both internally and externally
16. The interview panel comprised the Commissioner, Mark Castle (Chief Executive of the Association of Police and Crime Commissioners), and Paul West (Policing Adviser). The interview panel were advised by Richard Leicester, Kent Police Head of Resourcing, and Gurvinder Sandher represented the Kent Police and Crime Panel at these interviews in an observer capacity. The briefing pack for the interviews included an equality and diversity briefing.

Vetting of the Successful Candidate:

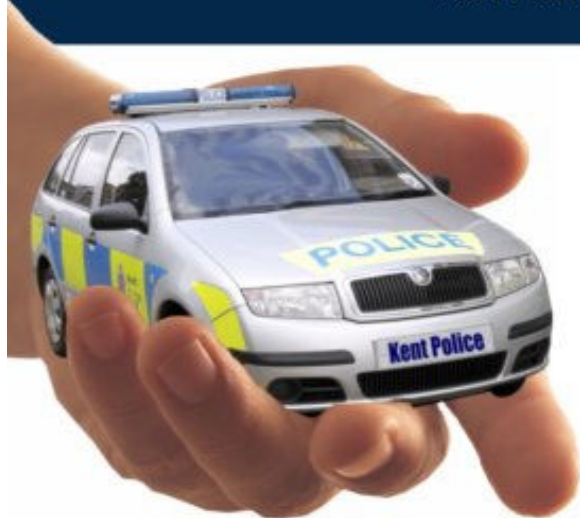
17. Following the interviews, the Commissioner has made a conditional offer of employment to the successful candidate. This offer is subject to successful completion of vetting processes, and the confirmation hearing to be held by the Panel. The name of the successful candidate will not be released until vetting has been completed.
18. A supplementary paper will follow this report once vetting is complete, detailing the name of the successful candidate and why they meet the criteria for the role.

APPENDIX A – JOB ADVERT

Chief of Staff

Circa £90k pa

Kent Police & Crime Commissioner's Office



Ann Barnes, the Kent Police and Crime Commissioner, is seeking to recruit a Chief of Staff to help her deliver her wide ranging and dynamic plans for her role in Kent.

Excellent interpersonal and communication skills are a given. The key attribute will be the ability to 'inspire'.

The successful applicant must be able to work with and enthuse people working in the Commissioner's Office, Local Authorities, Third Sector organisations and the Police.

The Commissioner was elected on a platform of challenging the 'status quo' and delivering tangible improvements in Policing and the parts of the Criminal Justice world that fall in her remit.

A willingness to think differently and to develop new ways of working is considered essential.

The successful applicant will need to demonstrate a full appreciation that the Commissioner role is radically different to the previous model of Police governance and fully appreciate the need for the Commissioner to engage with the general public in an extensive and meaningful way.

Whilst relevant experience may be beneficial, this position will be about what you can do, not what you have done, so coming from outside the Police & Criminal Justice world will not necessarily be a disadvantage.



APPENDIX B – JOB DESCRIPTION

Chief of Staff Job Description

Introduction

Police & Crime Commissioners were introduced nationally as part of the Police Reform and Social Responsibility Act 2011. The job of the Commissioner is to ensure local community needs are met, bringing the public closer to policing. The role does not replace Chief Constables, who continue to have full operational control over how their police force is run.

Ann Barnes was elected on the 22nd November 2012 as the first Police & Crime Commissioner for Kent. The role of Chief of Staff to the Police & Crime Commissioner (PCC) is a brand new, ground breaking role that has not previously existed. As such this is an opportunity to support the first ever elected PCC for Kent and make a real difference to the community of Kent in supporting the delivery of a police service that reflects the needs of the community.

Personal Qualities

This post will provide the mainstay of direct support to the Kent PCC. This is the first role of its kind and as such the post holder will have the flexibility and freedom to create the framework of support needed by the PCC who has stated that her aim is to be the most visible, accessible and transparent Commissioner in the country.

The ideal candidate will be a graduate calibre professional with high levels of honesty and integrity combined with senior level experience and a track record of successful delivery of business aims and objectives in any sector. The ability to rapidly familiarise, assimilate and understand information about the police service, Kent Police and national and local issues that affect the policing of the county is more important than previous experience gained by working in the police or criminal justice sectors.

You will be a proactive, innovative, creative, confident, self-motivated, self-starting problem solver who needs general direction rather than close management. You will be able to understand, plan, organise and implement activities on a short, medium and long term basis at both strategic and local levels, delivering a wide range of support issues that will enable the PCC to deliver her stated campaign promises. This role is not a single focussed senior administrative role, this is a high profile, potentially frequently pressurised, busy and varied role – you will never be bored!

As the manager of the Office of the Kent Police & Crime Commissioner (OPCC) you must possess excellent interpersonal skills that you can adapt to any situation. You will be an inspirational leader, who inspires and motivates people from all walks of life, whether this is the staff working in the OPCC, officers and staff from Kent Police, members of the public or those people working in partnership organisations and agencies – in fact anyone you come into contact with.

The Kent PCC was elected on a platform of challenging the “status quo” and delivering tangible improvements in policing and relevant parts of the criminal justice sector that fall within her remit. In order to support the PCC it is essential that you must be willing to do the same, by thinking creatively and developing new ways of structuring the framework needed to support the achievement of these aims.

You will be able to provide clear, objective, authoritative and impartial advice based on analysis and interpretation of complex information and situations. As an effective horizon scanner, you should be able to anticipate the needs of the PCC and present information before it is requested. Alongside this you will have developed a structure to provide regular, relevant management information that informs and updates the PCC on progress without creating burdensome bureaucracy.

As a problem solver you will be expected to identify an issue, highlight the risks and benefits, produce clear, concise and informative options and give a firm recommendation on a course of action to enable the PCC to promptly resolve the situation in the most appropriate manner.

This role bears no relation to the previous Police Authority structure or ways of working. This role is radically different as it requires continuous high profile engagement and public interaction in an extensive and meaningful way. To do this you must be committed, enthusiastic and passionate about delivering high quality policing services for the people of Kent.

Key Working Relationships

- The Police & Crime Commissioner
- The Youth Commissioner
- The Chief Finance Officer
- All staff employed by the Police & Crime Commissioner
- The Police Force, in particular the Chief Constable and senior officers
- The Police and Crime Panel
- Senior partners and stakeholders in the wider criminal justice system in Kent
- Relevant government institutions, associations and public sector strategic partners

Key Responsibilities

The list below is provided to give an indication of the areas of responsibility that it is anticipated that you will be engaged with. As this role is the first of its kind these areas are likely to change as the role as the PCC develops.

1. Deliver a tasking and briefing service to the PCC, providing all relevant information in the most appropriate and suitable format, taking account of the security level of any such information provided and any future target audience that this information may be used for, ensuring that the PCC is always fully briefed and up to date with any arising issues, activities and high profile incidents.
2. Manage, review, design, organise and deliver all aspects of engagement with the public, internal and external stakeholders and partnership organisations, on behalf of the PCC, including press conferences, press releases, website management, launches of new initiatives, planning of community engagement itineraries, open meetings and publications/ documentation etc., ensuring that any information released into the public domain is high quality, accurate and delivers clear information direct to the community.
3. Attend meetings within Kent Police, press conferences/ launches and public engagement meetings as required, either assisting the PCC or acting as the PCC's representative as directed, in order to support the achievement of the PCC's stated aims and objectives.
4. Develop the short, medium and long term strategies required to successfully support the PCC and manage the OPCC, completing horizon scanning and anticipating future requirements whilst adapting existing strategies in response to evolving issues arising at a local or national level which impact on the PCC, the police service in general or Kent Police specifically.
5. Review, develop and implement the support framework required by the PCC, providing options and recommendations for approval, implementing any structural changes and maintaining an overview of activity, in order to adjust the structure and skills available, and maintain the provision of effective support services to the PCC at all times.
6. Manage the staff of the OPCC providing inspirational and motivational leadership, taking responsibility for all associated aspects of recruitment, selection, development, training, welfare, performance and disciplinary issues, in order to ensure that the OPCC is staffed with appropriately skilled and motivated people at all times.
7. Manage, drive, review and develop all aspects of OPCC performance, updating strategies, working practices and protocols as required, in order to provide a high quality responsive service to the PCC at all times.
8. Undertake the statutory governance duties of the role Chief of Staff as directed by the PCC as detailed in the Police Reform & Social Responsibility Act 2011, including ensuring financial propriety, providing advice and recommendations to the PCC so as to enable and assist the OPCC to fulfil all their statutory functions effectively and efficiently
9. Represent the OPCC at high level meetings with the Home Office, Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level as required, ensuring that the OPCC leads and contributes to the national consideration of issues concerning policing and reducing crime.



APPENDIX C – LONG LISTING AND SHORT LISTING CRITERIA

Chief of Staff Long Listing

Essential quality	No evidence (0)	Some evidence (1)	Fully evidenced (2)
- Graduate/graduate calibre			
- Senior-level experience			
- Evidence of track record of successfully delivering business aims and objectives			
- Experience of performance management			
- Budget management experience			
- Appreciation of the nature of the new, ground-breaking, elected PCC's role in a high profile environment			

Chief of Staff Short Listing

Criteria / Qualities / Competences	4 Exceptional Evidence	3 Strong Evidence	2 Acceptable Evidence	1 Evidence Not Provided
Experience of being proactive, innovative and creative				
Ability to plan, organise and implement activities				
Senior Leadership skills – inspirational leadership attributes				
Evidence of ability to anticipate the needs of the PCC				
Experience of managing performance				
Budget management skills				
Business Planning experience				

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Report to the Police and Crime Panel

Summary:

This paper provides an update on items C2 to C5 on the Panel agenda. The Commissioner will also provide an oral update in relation to these items at the meeting.

Item C2 – Progress on recruitment and deployment of officers and PCSOs

1. I speak to the residents of Kent on a continual basis, and I am told time and time again that visible community policing is this county's number one priority. As you know, within my Police and Crime Plan, I therefore pledged to put community policing at the heart of Kent's Policing Model. I also took the difficult decision, based on extensive public consultation, to raise the policing precept to fund 100 additional uniformed officers; 60 PCSOs, 20 police officers and 20 custody officers.
2. I am pleased to announce that the recruitment of the PCSOs and officers is now well underway, and first of these newly trained officers will be in our local communities from July.
3. **Police Officers**
An intake of 20 new recruits joined the Force on Monday 29th April 2013 and are progressing through their initial training. A further intake of at least 20 is planned for July 2013 and the remaining candidates on hold from the July 2012 assessment process are being progressed to this intake.
4. **Police Community Support Officers**
The Recruitment for 60 Police Community Support Officers opened on 19th February 2013 externally and a total of 624 applications were received. 20 Police Community Support Officers commenced training on Monday 13th May 2013; a further 22 are cleared to commence training on 10th June 2013, and the remainder will join the 1st July intake.
5. **Detention Officers**
31 individuals were successful for assessment in March/April 2013. A Detention Officers training course commenced on Monday 29th April 2013, with 12 attendees. A further course is planned for Monday 28th May with 12 new joiners due to commence. All other successful Detention Officer candidates who attended the March 2013 Assessment will be progressed to joining as further vacancies occur.
6. I recognise that members of the public are often unclear as to what powers and duties PCSOs possess in Kent. This can often mean that their role is misunderstood. I have therefore commissioned a video that will explain to the public the vital role that these uniformed officers play as part of the wider policing family. This will include an interview with PCSOs and the Chief Constable, and will be available for view on my website by the end of June
7. I have also recently announced my support for a new recruitment drive for Special Constables. These unpaid officers, who have the same powers and duties as regular constables, are hugely valuable to the Force, and give a significant number of voluntary hours of work each year to the Force. To recognise their contribution I have decided to pay the policing element of council tax for those Special Constables who have given over two years' service.

Item C3 – Community Safety Landscape Update

8. I am firmly committed to engaging with my Community Safety Partners, and whilst I am no longer a statutory partner on Community Safety Partnerships I continue to ensure that I have regard to their priorities. I am currently in the process of visiting every Community Safety Partnership across the county, and have a programme of dates running well into next year. I will also continue to engage with the County Community Safety Partnership, where I am represented on the board.
9. At an officer level, a member of my office is also represented at the Community Safety Managers Meeting, to ensure that there is a two-way dialogue between Community Safety Partners and my office.

Item C5 – Report on SARC Summit

10. I believe it to be totally unacceptable that we do not have a fully-functional 24/7 Sexual Assault Referral Centre in this county. The current SARC, which is located at Darent Valley Hospital, does not even meet the minimum national standards for sexual assault services. I therefore made a pledge within my Police and Crime Plan that I will use all my influence to enhance the current provision in our area.
11. The delivery of such a facility is a partnership issue, and my office and the force are only part of the solution. That is why I called for a SARC summit with key stakeholders to identify both the issues with the current provision and the potential solutions.
12. On Wednesday 17th April, my Acting Chief Executive chaired a SARC Fact Finding meeting that was well attended by those stakeholders involved in the provision and commissioning of a SARC service. This included representatives from Public Health, CPS, NHS Commissioning Board, Kent Police and Family Matters who are commissioned to provide rape crisis workers and Independent Sexual Violence Advisers (ISVAs). This meeting was extremely positive, and I am reassured that partners are willing to work together to resolve short term funding issues as well as to ensure the sustainability of future provision.
13. As a result of this meeting, short term funding was identified to sustain the current service, provision for dignity material and clothing at the SARC was made, and the stakeholders agreed to co-fund a new SARC Manager post. A work stream to review the clinical governance and provision of Force Medical Examiners (FMEs) was also established. Stakeholders have been extremely positive about the progress being made, and it was agreed that my office will continue to host a SARC Stakeholder Group until such a time as the SARC provision in Kent has been enhanced and is on a stable footing. It was agreed that the Kent and Medway Sexual Assault Strategy Group would be assimilated into this new group.
14. Unfortunately, since the last meeting of the SARC Stakeholder Group, the Dartford and Gravesham NHS Trust has announced their intention to withdraw the SARC facility at Darent Valley Hospital due to the relocation of the GUM Clinic to Gravesend Hospital. I am now working with Kent Police and, most critically, our partners in the NHS to identify an alternative site for the SARC that will provide a longer-term solution.
15. I am determined to provide encouragement and leadership for all our relevant partners to deliver a sustainable and modern SARC service in Kent.

INTERIM Communications and Engagement Strategy

Kent Police and Crime Commissioner

Through proactive two-way communications this strategy aims to engage and empower local communities, allowing the Commissioner to communicate the delivery of her manifesto promises. This strategy is intended to provide a consistent approach and to ensure that the Office of the Police and Crime Commissioner is a listening organisation responding to the priorities and needs of local communities.

Communication Strategy Aims

- **OBJECTIVE:** Ensure clear two-way communications with local communities
- **AUDIENCES:** Audience led campaigns using proactive communications with all approaches beginning and ending with the public
- **IMPLEMENTATION:** Use of tailored key messages delivered through a range of channels to suit diverse audiences
- To illustrate to the electorate the Commissioner's accountability functions as set out in the Act
- To ensure that the general public, partners and key stakeholders in Kent are reassured and informed
- To ensure clear communications with officers and staff at Kent Police and key stakeholder groups
- **MEASUREMENT:** Monitor and track outcomes for evaluation

Communication Strategy Principles

- Help the Commissioner to understand community needs
- Generate feedback to inform decisions
- Generate public understanding
- Capture priorities for the Police and Crime Plan by interacting with the widest possible cross section of the public
- Assist in evidencing commissioning services decisions
- Better understand public views and perceptions of the police/policing in their area as part of police governance

Key Messages

These messages will evolve and will be amended according to the relevant subject matter.

- To explain and educate the audience on the role of the Commissioner
- To give the role of Commissioner a 'human' face
- To support and communicate manifesto pledges

Tactics

Internal Communications

The primary aim is to ensure that internally we have a well informed workforce who understands any changes ahead and what it means for them. Staff/officers will have to prepare for new ways of working especially in light of stage 2 transfer. There could also be further budget cuts ahead with the second Comprehensive Spending Review. The workforce will have to continue to work through a period of change and uncertainty. To attract and retain the best staff/officers messages around change need to be

communicated clearly and allow for two-way communications. Messages from the Commissioner using internal communications will ensure employees/officers are:

- Informed, involved and valued
- Have the chance to discuss issues and feedback their views and questions thereby promoting a sense of inclusion
- Be provided with open, honest, timely and relevant information which is accessible to all
- Be confident that the organisation is listening as well as talking
- Show strong leadership from the Commissioner in the evolution of the police service

Tools
Designated area on the Force Intranet site relating to the Commissioner.
To develop communication processes with all staff associations to ensure that rumours, questions and concerns are captured and responded to where possible.
Regular communication activity to staff using force internal communication tools: <ul style="list-style-type: none"> • Relay magazine • Spotlights on the Force Intranet • PC Screen savers • Phone screens • Email bulletins • Monthly Update • Pay slip inserts • Notice boards • Road shows • Where appropriate produce videos/audio with tailored messages to officers/staff

Digital Communications

Digital communications will support external communications key messages. The Commissioner's website is an effective way to communicate with the public. Content will be kept fresh and engaging. There are a number of ways the public can 'get involved' with the Commissioner. There are plans to refresh the website in July making it more interactive with the aim to create:

- A blog focused website
- Increase two-way interactions through a more dynamic focus of news, events, opinions, comments and asks
- Increase the number of web visitors
- Gather opinions and feedback through polls and surveys

All of this will be supported through online videos, audio, and the ability to easily contact the Commissioner.

Social media will not be used as a platform in its own right. It is, however, becoming an increasingly important channel and will be used alongside other communications channels. Social media requires an immediate / real time response. It will play an important role in announcing quickly key decisions made by the Commissioner. It will be used to:

- Create a debate around key issues
- Respond to public concerns

- Target hard to reach user groups e.g. young people
- Announce major media launches
- Announce key Commissioner decisions
- Issue regular daily chats and where appropriate engage in stakeholder conversations
- Target lead bloggers and online commentators

Public Engagement:

Through targeted messages the Commissioner will be a figure who is taking action on behalf of the people of Kent. The Commissioner has created a number of opportunities for the public to meet her face-to-face using the following mechanisms outlined below. Please refer to appendix A for a summary list of interactions.

Tools
Monthly e-zines to an audience of 3,500 that's growing strongly
Audience building
Push proactive press releases
Key Commissioner publications e.g. Council Tax Leaflet, Police and Crime Plan, Annual Report
Meet the Commissioner Events
Community Outreach Bus Tours
Surgery sessions
Parish Council Meetings
Speeches at key events
Adhoc evening functions

Consultation:

Consultation is about the mutual exchange of ideas, information and feedback between organisations, partners and the public. The Commissioner is committed to offering as many opportunities as possible to communities to drive service delivery and to encourage feedback. The Commissioner has a statutory responsibility to consult and a democratic obligation to consult with the electorate following the reforms. There will be a strong expectation amongst the public for a greater say in policing following the introduction of Police and Crime Commissioners.

The Commissioner will seek to promote a listening culture and to inform and educate by:

1. Improving the service that the public/victims receive from Kent Police
2. Identify and respond to policing priorities
3. Increase satisfaction levels of both victims, communities and residents more widely
4. Implement changes on the basis of findings
5. Strengthen partnership working
6. Demonstrate the accountability of the Commissioner to the public
7. Reduce inequality and reach diverse, hard to reach groups
8. Provide a community led approach to improving policing

Please refer to appendix A for a summary list of interactions.

Stakeholder Communications:

By identifying key stakeholders and audiences the Commissioner can effectively target and inform the following:

External Partners	Police and Crime Panels Community Safety Partnerships Key Service Commissioning Partners Crown Prosecution Service Local/District Authorities KCC Medway Council Parish Councils Community leaders and groups KCJB Probation Kent Fire and Rescue Service Rural organisations Businesses Youth services Victims Witnesses APCC LGA Commissioner's nationally Strategic Independent Advisory Group
Legislators	Home Office
Elected members	County/District councillors Parish Councils MPs MEPs
Staff	See internal communications
Staff Associations	See internal communications

It is an agreed that communications materials will be shared with the appropriate partners to ensure the delivery of joint messages when needed.

Regular meetings and other forums established by the PCC will take place between key partner agencies to ensure that information is developed and shared consistently.

Evaluation:

This strategy is only for an interim period and will evolve over time. It will be reviewed once the Chief of Staff is in place to ensure clearer clarity and future direction.

Appendix A- Summary List of Interactions

November

Date	Meeting	Location (if necessary)	Grouping
26/11/12	Ian Pointon – Federation	Internal	Unison

December

Date	Meeting	Location (if necessary)	Grouping
05/12/12	Peter Saville- Unison	Internal	Federation
06/12/12	Community Safety Conference	Maidstone	Partner Agency
07/12/12	BBC Phone interview with Bob Dale	At home	Media
07/12/12	Outreach tour	Folkestone, Ashford and Tenterden	Public engagement Elderly
11/12/12	Radio Kent interview		Media
13/12/12	Outreach Tour	Deal and Sandwich	2 x Partner Agency (Mayor of Dover and Mayor of Ashford) Public Engagement Hate Crime
14/12/12	Swanscombe Radio interview		Media
14/12/12	Kent on Sunday		Media
17/12/12	Barry Coppock – SIAG	Internal	Ethnic Minority, Disabled, Elderly, Mental health (Diversity)
18/12/12	ROC (Redeeming our communities)		Charity – Partner Homeless, elderly
19/12/12	Probation – Sarah Billiald		Partner agency
20/12/12	Outreach tour	Canterbury	Public engagement
21/12/12	Radio Kent	Tunbridge Wells	Media

January

Date	Meeting	Location (if necessary)	Grouping
06/01/13	Say no to crime, no to vandalism – Children’s Competition presentation day	Tunbridge Wells	Youth
08/01/13	Ian Pointon – Federation	Internal	Federation
08/01/13	Michael Bax re CRAG		Rural Crime
09/01/13	Outreach Tour	Thanet	Public engagement

10/01/13	Inspire magazine		Media
15/01/13	Rural Crime meeting		Rural Crime
15/01/13	Mike Hill		Partner Agency
17/01/13	Outreach Tour Parish Council meeting and Police Forum		Public engagement Partner Agency
18/01/13	Gordon Henderson	MP	Partner Agency
18/01/13	Justice for Clare Memorial	Greenhithe	Victim (Murder) Charity
22/01/13	Radio Kent Interview		Media
22/01/13	University Students – Q&A	UKC	Youth
24/01/13	Kent Peoples Trust	FHQ	Charity
24/01/13	Vinters Park Maidstone Studio		Media
25/01/13	Kent Media Awards	Shepherds Neame – Faversham	Partner Agency
29/01/13	Mike Hill and Mike O'Brien		Partner Agency
30/01/13	Radio Kent Interview		Media
	BBC SE Raido		Media
	Human Trafficking meeting and Ashford Victim Support		Partner Agency
	Radio 5		Media
31/01/13	Outreach Tour District Council meetings		Partner Agency

February

Date	Meeting	Location (if necessary)	Grouping
06/02/13	Kent and Medway Safeguarding		Partner Agency
	Victim Support – Divisional Manager		Partner Agency
	Probation – Sarah Billiald		Partner Agency
07/02/13	Kent Domestic Abuse Consortium Meeting	Chaucer School, Canterbury	Domestic Abuse
08/02/13	Outreach tour Met with Mid Kent College Students, Met CLr Pearce	Medway	Youth Public engagement Partner agency
09/02/13	Memorial Service for Paul McKeever	London	Federation
12/02/13	Medway action for families		Partner agency/Victim
	Stuart Drummond	Mayor of Hartlepool	Partner agency
13/02/13	Kent People's Trust		Charity

	Kent on Sunday Editors	Ashford	Media
15/02/13	Outreach tour Parish Council meeting Walk about	Parkfarm, Ashford, Cranbrook, Hawkhurst	Partner Agency Public engagement
19/02/13	COMPLAINT re Live Animal exports	Re Ramsgate	Operational
	KALC		Partner Agency
	Unison AGM		Unison
20/02/13	Phone App Launch		Youth
	Meet your Commissioner event		Partner Agency Open public engagement
21/02/13	Roger Wrapson	Sittingbourne Radio	Media
	CSP Visit	Swale	Partner Agency
22/02/13	Children and Young people magazine		Media
	BBC interview	Tunbridge Wells	Media
26/02/13	RSPCA		Partner Agency
	Harry Goroya – RETAIL CRIME		Retail
	RSA – Royal Society for the Arts		Charity
28/02/13	PCC Surgery	Ashford	Public engagement

March

01/03/13	Outreach Tour Parish Council meetings, interview with youth and interview with Faversham times	Faversham, Sittingbourne and Newington	Partner Agency Youth Media
04/03/13	Damien Green – Policing Minister		Partner Agency
05/03/13	Rehman Chisti – MP	London	Partner Agency
	Laura Sandys re Live Animal Exports	London	Partner Agency
	Combined MPs meeting	London	Partner Agency
06/03/13	Cllr Sweetland, John Burr and Paul Crick – 20mph Speed limits, safety of roadworks, street lighting initiative	KCC area	Partner Agency
	KMFM re ICV Scheme		Media
	Jason Martin	Consortium lead for Safer Kent Partnership	Partner Agency

08/03/13	Outreach tour Police surgery attended,	Aylesham and Hawkinge	Partner Agency Public engagement
	Sevenoaks District Branch of KALC	Sevenoaks	Partner Agency
09/03/13	District conference Canterbury and District NHW	Canterbury	Partner Agency
15/03/13	Women's only event – Sadi Awaaz Suno	Gravesend	Diversity/Ethnic Hate crime and Domestic Abuse
18/03/13	Cllr Ron Flowerty		Partner Agency
19/03/13	Kent Community Safety Partnership		Partner Agency
	Kent Equality Cohesion Council – Gurvinder Sandher		Diversity
	Medway Rural Liaison Committee	Medway Council	Rural
22/03/13	Kent Prayer Breakfast	Aylesford Priory	Diversity
26/03/13	Talk to UKC Law Students	UKC	Youth
	IPCC Handover meeting		Partner Agency
	Mediation Clinic	Canterbury but held in office	Partner Agency
27/03/13	COMPLAINT – Fergal Parkinson – Bonfire and Torchlight procession	Sevenoaks	Public engagement
	Purple Flag press photo with Maidstone Mayor	Maidstone	Media
	Kent Community Safety awards	Ashford	Partner agency

April

02/04/13	Mike Hill		Partner Agency
04/04/13	Victim Support – Javed Khan	London	Partner Agency
05/04/13	BBC Breakfast Show	Manchester	Media
08/04/13	Business Association meeting	Cranbrook	Retail/Business
10/10/13	PCC Surgery	Chatham	Public Engagement
12/04/13	Outreach Tour	Gravesend and Dartford	Public engagement
16/04/13	Eurotunnel		Partner Agency
23/04/13	PCC meeting with Damien Green	London	Partner Agency

24/04/13	Meet your Commissioner event	Faversham	Partner agency Open Public engagement
26/04/13	Outreach Tour	Maidstone and Wateringbury Kenward Trust	Youth x 2 Charity Public engagement Alcohol and
29/04/13	Parish Council meeting	Norton Buckland and Stone	Partner agency

May

07/05/13	Parish Council Meeting	Westbere	Partner Agency
09/05/13	Asda Visit	Ashford	
10/05/13	Outreach Tour	Herne Bay and Whitstable	Charity Public engagement Youth Elderly
13/05/13	Parish Council meeting	Chestfield	Partner Agency
	Murder case meeting with MOP		Public engagement/victim
15/05/13	International day against Homophobia, Biphobia and Transphobia	UKC Campus	Youth/Diversity/Hate Crime
20/05/13	Living in Fear – Victim Support		Partner agency/Disability
21/05/13	District Womens Institute	Eden Valley	Partner agency
22/05/13	Barry Coppock – COMPLAINT – SIAG		Public engagement/Diversity
	Medway Public Health and DAAT		Partner Agency
24/05/13	Outreach Tour	Swanley	Public engagement

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Panel programme of future reports from the Commissioner as at 4 June 2013**8 October 2013**

Broad thinking on grants and commissioning for 2014/15	Requested by Panel April 2013
Support for victims of domestic violence	Requested by Panel April 2013
Annual report 2012/13 and accounts 2012/13	Statutory requirement
Report on Commissioner's non-policing responsibilities	To be requested by Chairman at the Panel meeting

5 November 2013

Main priorities for 2014/15 - Commissioner's initial thoughts	Requested by Panel April 2013
Initial thinking on budget for 2014/15	Requested by Panel April 2013
Performance data (including crime statistics)	Requested by Panel April 2013
Provisional Chief Finance Officer confirmation hearing	If required

1st meeting in 2014

Draft Police and Crime plan 2014/15	Statutory requirement
Precept proposal 2014/15	Statutory requirement
Effectiveness of mobile police stations	Requested by Panel April 2013

2nd meeting in 2014

Effectiveness of Youth Commissioner	Requested by Panel April 2013
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Date not yet determined

Report on statistics to identify the extent to which alcohol and/or drugs are influencing crime statistics	Requested by Panel in February 2013
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House of Commons
Home Affairs Committee

Police and Crime Commissioners: Register of Interests

First Report of Session 2013–14



House of Commons
Home Affairs Committee

Police and Crime Commissioners

First Report of Session 2013–14

*Volume I: Report, together with formal
minutes*

*Ordered by the House of Commons
to be printed 16 May 2013*

Home Affairs Committee

The Home Affairs Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Home Office and its associated public bodies.

Current membership

Rt Hon Keith Vaz MP (*Labour, Leicester East*) (Chair)
Nicola Blackwood MP (*Conservative, Oxford West and Abingdon*)
James Clappison MP (*Conservative, Hertsmere*)
Michael Ellis MP (*Conservative, Northampton North*)
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The following Members were also members of the Committee during the parliament.

Rt Hon Alun Michael MP (*Labour & Co-operative, Cardiff South and Penarth*)
Karl Turner MP (*Labour, Kingston upon Hull East*)

Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the Internet via www.parliament.uk.

Publication

The Reports and evidence of the Committee are published by The Stationery Office by Order of the House. All publications of the Committee (including press notices) are on the Internet at www.parliament.uk/homeaffairscom.

Committee staff

The current staff of the Committee are Tom Healey (Clerk), Dr Richard Benwell (Second Clerk), Eleanor Scarnell (Committee Specialist), Andy Boyd (Senior Committee Assistant), Michelle Garratty (Committee Assistant), Iwona Hankin (Committee Support Officer) and Alex Paterson (Select Committee Media Officer).

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Introduction

1. Police and Crime Commissioners (PCCs) are a central feature in the new landscape of policing, alongside the new National Crime Agency (NCA) and the College of Policing. The first elections for Police and Crime Commissioners were held on 15 November 2012 and the Commissioners took office on 22 November 2012. Elections will take place every four years.

2. The role of the PCC is to ensure an efficient and effective police force and hold the Chief Constable to account for the delivery of the PCC's "police and crime plan", which sets the strategic direction for each force. The Police and Crime Commissioner is tasked with the maintenance of an effective and efficient force in their area, while the force remains under the direction and control of the Chief Constable. PCCs are responsible for the appointment, suspension and dismissal of the Chief Constable and for the police budget within their area, including setting the local council tax precept for policing.

3. There will also be four Commissioners on the Board of the College of Policing, where they will be expected to represent the interests of the public, giving them a powerful stake in police standards and training at the national level.¹

4. The Government told us that "the post of Police and Crime Commissioner is one that holds singular responsibility for the delivery of policing and crime reduction within a force area".² **In areas such as Greater Manchester, police and crime commissioners will represent the interests of millions of people. With so much power concentrated in the hands of a single individual, it is vital that there is clear and objective scrutiny and an effective system of checks to ensure that the role is performed to the highest standards of integrity and competence. The Government has created a system that relies on local scrutiny and the main check is at the ballot box. In this Report, we show that regular, national comparisons are important for public confidence and draw together the first register of PCCs interests.**

¹ Home Affairs Committee, *Leadership and standards in the police service*, 12 February 2013, HC 617-iii, Q 206 [Alex Marshall]

² Home Affairs Committee, *Police and Crime Commissioners: Government Response to the Committee's Second Report of Session 2010–11*, Seventh Special Report of Session 2010–12, 28 March 2011, HC 862, para 4

1 Scrutiny of PCCs

5. The appointment of a single individual to pioneer policing practices over large force areas has many potential benefits, offering flexibility, a single point of contact and the potential for improved leadership. However, apportioning so much power to one individual also brings risks of maverick behaviour, which may be magnified for the first police and crime commissioners who wish to make their mark in the new role. In order to make the best of the PCCs, it is necessary to have effective checks and balances without tying the commissioners' hands.

6. Ultimately, the PCCs are held to account by the electorate and the Home Secretary was keen to distance herself from any responsibility to assess the performance of the PCCs. For instance, on 18 December 2012 we asked the Home Secretary whether she held information about PCCs with second jobs, but she responded that "I do not have somebody who puts that sort of information in front of me because that is information that I believe is for the electorate to make a decision on".³ However, as the Association of Police Authorities noted, "they will be the subject of few, if any effective checks in between election".⁴

7. At the local level, Police and Crime Panels (PCPs) scrutinise the work of PCCs. In line with our recommendations, PCPs are comprised of locally elected representatives from each local authority (including district councils), plus two independent members.⁵ A Panel may require the attendance of the PCC at any time and has the power to suspend a commissioner from office where he or she is charged with a serious criminal offence, or exercise a "veto" over a proposed precept or candidate for chief constable. This level of local scrutiny is likely to be very important. As the Chair of Association of Police Authorities, Rob Garnham, told us "you have to have a panel that is strong enough and has enough influence with the PCC so that they're not the maverick; so that they do not run away with their ideas".⁶

8. There are early indications that Police and Crime Panels may need to take a quicker and more decisive approach. One of the most potent powers afforded to commissioners is suspension of a chief constable. We were concerned by the suspension of Chief Constable Neil Rhodes by Alan Hardwick, police and crime commissioner for Lincolnshire. This kind of intervention is potentially operationally disruptive and costly, and damaging to the reputation of the police force and individuals concerned; it should be undertaken only on the most rigorous grounds or where the risks of leaving the chief constable in office are high. In this case, the decision was overturned at judicial review by Mr Justice Stuart Smith who noted "serious error" by the PCC in his "failure to engage in any assessment" and disregard for the chief constable's character and record.⁷ Following the decision to suspend the chief constable, the PCP failed to meet for over two months, with the Chair citing legal advice as the reason he was unable to convene a meeting. In the end, the powers and jurisdiction of his Panel were so unclear that he resorted to writing to

³ Home Affairs Committee, *The work of the Home Secretary*, 18 December 2012, HC 563-ii, Q 170

⁴ Association of Police Authorities, *Pay proposals for PCCs*

⁵ Home Affairs Committee, *Police and Crime Commissioners: Government Response to the Committee's Second Report of Session 2010–11*, Seventh Special Report of Session 2010–12, 28 March 2011, HC 862, para 11

⁶ Home Affairs Committee, *Policing: Police and Crime Commissioners*, Second Report of Session 2010–11, HC 511, Q 104

⁷ Policing for All

the Home Secretary for clarification, at least to the East Lindsey District Council legal adviser apparently concerned.

9. Where a police and crime commissioner exercises his power to suspend a chief constable, it is the PCC's responsibility under Schedule 8 to the Police Reform and Social Responsibility Act 2011 to inform the Police and Crime Panel. In the Lincolnshire case, however, the public was left in the dark about the reasons for the suspension and the Police and Crime Panel took no action to avert or even review an intervention that was ultimately thrown out of court. The Police and Crime Panel seemed totally incapacitated by erroneous legal advice that it was unable to investigate the Commissioner's course of action, so that the PCC did not even appear before the Panel for over 2 months.

10. We recommend that where a PCC proposes to exercise his power to suspend a chief constable under section 38 of the Police Reform and Social Responsibility Act, there must be immediate review of the action by the Police and Crime Panel. In addition, the Police and Crime Commissioner must give the Panel and the chief constable a written explanation of the reasons for the suspension.

11. In between elections, the Police and Crime Panel is, in all but the most extreme circumstance, the only check on a PCC's power over local policing. All three of the PCP chairs we heard from believed that their Panels did not have strong powers to hold a PCC to account. Parliament has defined the power of PCPs and it is the responsibility of the PCPs to exercise their powers. We are concerned that incompetent legal advisers appear to have sought to prevent PCPs from even meeting to scrutinise key and highly questionable decisions by PCCs, for instance the suspension of the chief constable in Lincolnshire and the fiasco concerning the appointment of a "Youth Commissioner" in Kent. It is in such circumstances that a PCP chair needs to ensure that the PCP meets urgently. If they fail to do so, on the basis of wholly inappropriate legal advice or otherwise, the process of local scrutiny of the PCP role falls into disrepute.

12. Local scrutiny relies on the engagement of the public in the force area. With this in mind, we note the comments of Jenny Watson, Chair of the Electoral Commission, in its report on the PCC elections, that "the extremely low turnout – at just 15.1%– must be a concern for anyone who cares about democracy". We have not yet taken evidence on this issue, but will return to the matter in our forthcoming inquiry later this year.

13. At the national level there is little if any provision for scrutiny of PCCs' work. Despite our recommendations, there is no central register of information about PCCs that can inform any comparison. As the Home Secretary stated to us on 18 December 2012, information about PCCs' interests is "not co-ordinated in one register because in each police force area individuals will want to know their PCC rather than all the national PCCs".⁸

14. Police and Crime Commissioners are required to publish the information that they consider necessary to enable the local public to assess their performance and that of the Chief Constable. As the Home Secretary noted, this ought to provide the basis upon which the public is able to judge their PCC.⁹ In addition they are required to publish particular information specified by the

⁸ Home Affairs Committee, *The work of the Home Secretary*, 18 December 2012, HC 563-ii, Q 176

⁹ Home Affairs Committee, *The work of the Home Secretary*, 18 April 2013, HC 563-iii, Q 300

Home Secretary in regulations issued under section 11 of the Police Reform and Social Responsibility Act 2011. So far the relevant regulations are the Elected Local Policing Bodies (Specific Information) Order 2011 SI 2011/3050. The required information is set out in Annex I. However, as we note in the conclusions below, **a number of PCCs have so far failed to publish the required financial information, or disclose the details of their own interests and allowances. The Home Office must monitor compliance with legal responsibilities to publish information and publish a list of non-compliant PCCs.**

15. By contrast, in response to Lord Leveson's recommendations, the Home Secretary announced on 12 February 2013 that a national registers of chief officers' pay and perks packages, gifts and hospitality, outside interests including second jobs, and their contact with the media would be published on-line.¹⁰

16. It has already emerged that Richard Rhodes, police and crime commissioner for Cumbria, had claimed £700 for two chauffeur-driven trips, which had not been declared. Following this revelation, three individuals have been arrested, including two police staff, and a third member of staff has been suspended. Mr Rhodes has apologised for the episode and claims that he does not know why the arrests have been made. The Police and Crime Panel is investigating.¹¹

17. We wrote to the new PCCs in January and in March 2013 to call for information that will assist Parliament and the public in holding the commissioners to account. In this Report, we draw together a set of indicators to provide a much-needed national perspective.

18. **We are disappointed to note that not all Police and Crime Commissioners are meeting the standards of openness that we would expect. We conducted a survey of Police and Crime Commissioners' websites to investigate whether the necessary information was being published clearly. On 19 April 2013, we found that 10 PCCs had met their statutory obligations and published the full financial data required. Those were Avon and Somerset (Sue Mountstevens), Bedfordshire (Olly Martins), Cambridgeshire (Sir Graham Bright), Cheshire (John Dwyer), Hampshire (Simon Hayes), Merseyside (Jane Kennedy), Surrey (Kevin Hurley), Warwickshire (Ron Ball), West Mercia (Bill Longmore) and West Yorkshire (Mark Burns-Williamson).**

19. **Our search suggested that 12 PCCs have yet to publish their annual budget data online: Cleveland (Barry Coppinger), Cumbria (Richard Rhodes), Derbyshire (Alan Charles), Devon and Cornwall (Tony Hogg), Essex (Nick Alston), Hertfordshire (David Lloyd), Humberside (Matthew Grove), Leicestershire (Sir Clive Loader), Norfolk (Stephen Bett), South Yorkshire (Shaun Wright), Suffolk (Tim Passmore) and North Wales (Winston Roddick).**

20. **Following our evidence session with the Home Secretary on 18 April 2013, we understand that PCCs were contacted to encourage them to publish this data. However, on 3 May 2013, five PCCs still had not published annual budget data online—Humberside (Matthew Grove), Leicestershire (Sir Clive Loader), Norfolk (Stephen Bett), North Wales (Winston Roddick CB QC) and Suffolk (Tim Passmore).**

¹⁰ HC Deb, 12 February 2013: Column 713

¹¹ <http://www.nwemail.co.uk/home/update-11-55am-cumbria-police-and-crime-chief-breaks-silence-over-whistle-blower-investigation-1.1050402?referrerPath=home>

21. Where Police and Crime Commissioners are considered to have exceeded their powers or otherwise behaved inappropriately, it is unacceptable that those who expose the matter should be at risk of losing their jobs, or face other reprisals.

22. We do not accept that a national register of PCCs' interests is not necessary. There was unanimous agreement among the Police and Crime Commissioners we called for evidence that such a register would be a fair and helpful way to hold PCCs to account. If a national register is being compiled for chief constables, it makes clear sense to do the same for their elected counterparts.

23. While it should be for the local electorate to determine a PCC's suitability for the role, an informed choice would be facilitated by a reliable central register which would provide a ready comparison and a reliable source. The lack of such information centrally will inevitably encourage rumours, media speculation and suspicion, which may well be totally unfounded. We strongly recommend that an independent national body such as Her Majesty's Inspectorate of Constabulary compile and publish a central register of police and crime commissioners' financial interests, pay and perks packages, gifts and hospitality, outside interests including second jobs on an annual basis. In the absence of such a register, we will attempt to do so, but it would be far preferably for an independent national body to undertake this essential function. Until this happens, we will undertake this task.

2 Who are the Police and Crime Commissioners?

24. Police and Crime Commissioners are intended to represent the people of each force area in their leadership. In order to be eligible to stand candidates must:

- i. be British, Commonwealth or EU citizen
- ii. be 18 or over
- iii. be resident in the Police Force area
- iv. have a £5000 deposit (recoverable if they receive 5% or more of the vote)
- v. have signatures of 100 people who are registered to vote in the police force area

and the following were not able to stand:

- i. Anyone who has been convicted of an imprisonable offence
- ii. Any serving civil servant, judge, police officer, member of the regular armed forces, employee of a council within the force area, employee of a police related agency, employee of another government agency, politically restricted post-holder, member of police staff (including PCSOs) or member of a police authority
- iii. MEPs, MSPs, AMs and MPs will be able to stand as PCCs, but will need to stand down from their existing post before being able to accept the post of PCC
- iv. A Police Authority member would need to stand down as member before being able to stand as a PCC
- v. Members of the House of Lords will not be able to sit or vote in the House whilst serving as a PCC

25. The Labour Party supported Labour candidates and funded their £5,000 deposits. The Conservative Party did not provide funding for Conservative candidates, although some were funded by local Conservative associations. Labour and Conservative candidates stood in all 41 elections. The Liberal Democrat did not provide funding for candidates and 24 candidates stood as Liberal Democrats. 54 candidates stated that they stood independently of any political party.¹² The results of the elections were as follows:

¹² The Police Foundation

Police force	Winning party	Winning candidate	Electorate (000)	Votes cast	Turnout (%)
Avon & Somerset	Ind	Sue Mountstevens	1623.2	234,514	18.77
Bedfordshire	Lab	Olly Martins	614.8	82,129	17.75
Cambridgeshire	Con	Sir Graham Bright	789.7	88,603	14.77
Cheshire	Con	John Dwyer	1009.3	108,902	13.74
Cleveland	Lab	Barry Coppinger	563.5	61,783	14.73
Cumbria	Con	Richard Rhodes	494.4	62,249	15.63
Derbyshire	Lab	Alan Charles	1010.6	112,908	14.35
Devon & Cornwall	Con	Tony Hogg	1680.4	190,665	14.65
Dorset	Ind	Martyn Underhill	715.0	96,149	16.34
Durham	Lab	Ron Hogg	611.6	70,141	14.41
Dyfed-Powys	Con	Christopher Salmon	506.1	64,660	16.38
Essex	Con	Nick Alston	1738.0	168,234	12.81
Gloucestershire	Ind	Martin Surl	593.5	78,502	15.96
Greater Manchester	Lab	Tony Lloyd	2629.4	272,153	13.59
Gwent	Ind	Ian Johnston	561.4	59,366	13.97
Hampshire	Ind	Simon Hayes	1884.2	211,886	14.53
Hertfordshire	Con	David Lloyd	1107.5	119,158	14.1
Humberside	Con	Matthew Grove	921.2	133,762	19.15
Kent	Ind	Ann Barnes	1684.1	204,917	15.99
Lancashire	Lab	Clive Grunshaw	1449.3	168,069	15.05
Leicestershire	Con	Sir Clive Loader	993.9	123,710	15.92
Lincolnshire	Ind	Alan Hardwick	703.0	83,736	15.28
Merseyside	Lab	Jane Kennedy	11.7	126,171	12.41
Norfolk	Ind	Stephen Bett	1353.4	97,157	14.51

North Wales	Ind	Winston Roddick	7813.5	77,753	14.83
North Yorkshire	Con	Julia Mulligan	862.3	82,213	13.25
Northamptonshire	Con	Adam Simmonds	678.5	101,167	19.5
Northumbria	Lab	Vera Baird	802.2	178,807	16.45
Nottinghamshire	Lab	Paddy Tipping	687.3	132,973	16.42
South Wales	Lab	Alun Michael	1431.5	142,434	14.68
South Yorkshire	Lab	Shaun Wright	1086.6	145,294	14.53
Staffordshire	Con	Matthew Ellis	1260.5	98,826	11.63
Suffolk	Con	Tim Passmore	1328.3	85,168	15.41
Surrey	Other	Kevin Hurley	1071.4	131,632	15.36
Sussex	Con	Katy Bourne	719.5	189,236	15.33
Thames Valley	Con	Anthony Stansfeld	1127.3	219,071	12.88
Warwickshire	Ind	Ron Ball	1574.0	64,289	15.23
West Mercia	Ind	Bill Longmore	2253.5	134,850	14.54
West Midlands	Lab	Bob Jones	536.0	238,384	11.96
West Yorkshire	Lab	Mark Burns-Williamson	1192.7	214,728	13.34
Wiltshire	Con	Angus Macpherson	2655.1	78,794	15.3
Total turnout					15.1

3 Salaries and offices

26. We wrote to the new PCCs in January and in March 2013 to call for information that will assist the electorate in casting their vote for police and crime commissioner and holding the incumbent PCC to account. In the table below, we present their responses.

Region	Salary	Weekly Hours	Other roles	Staff	Staff profiles
Avon & Somerset <i>Sue Mountstevens</i>	No information provided				
Bedfordshire <i>Olly Martins</i>	£70000	Flexible	Territorial Army Soldier (Territorial Army pay and allowances)	10 FTE	<ul style="list-style-type: none"> Tafheen Sharif, Deputy Police and Crime Commissioner £36,000 Simon Bullock, Assistant Police & Crime Commissioner £55,000 Chief Executive £72,400 Deputy Chief Executive £62,200
Cambridgeshire <i>Sir Graham Bright</i>	£70000	Flexible	Director, Dietary Foods Ltd	14	<ul style="list-style-type: none"> Brian Ashton, Deputy PCC, 28,000
Cheshire <i>John Dwyer</i>	£75000		None		
Cleveland <i>Barry Coppinger</i>	No information provided				
Cumbria <i>Richard Rhodes</i>	£65000	35–40	None	11	<ul style="list-style-type: none"> Mr S Edwards, CEO and Monitoring Officer, £87,000 Mrs R Hunter, CFO/deputy CEO, £74,103 Ms G Shearer, Communication and Engagement Executive, £50,000 Mrs N Broomfield, Policy and Performance Manager Commissioning and Contracts manager Mrs J Head, Governance and Victim Services Manager Mrs L McGinley, Executive Support Officer Community Engagement/Press Officer Ms F Carr, Administrative Assistant Mr J Askew, Independent Custody Visiting Scheme Administrator Ms D Cowperthwaite, Budget and Finance Assistance
Derbyshire <i>Alan Charles</i>	£75000	60	County Councillor (end of term May)	10	<ul style="list-style-type: none"> Commissioner £75k Deputy Commissioner £56,250

			2013) Parish Councillor School Governor		<ul style="list-style-type: none"> • Chief Executive 70k • Chief Finance Officer 0.8 FTE 64k • Head of Service Compliance and Engagement 48k • Personal Assistant 25k • Administrative Assistant 20k • Meetings and Information Officer 0.6 FTE 18k • Performance Officer 0.4 FTE 16,800k • Partnership and Engagement Officer 0.8 FTE 24k
Devon & Cornwall <i>Tony Hogg</i>	£85000	60	Director of Polaris South West Ltd	16.3 FTE	<ul style="list-style-type: none"> • Chief Executive Sue Howl, £97,686 • Treasurer, Duncan Walton, £82,262
Dorset <i>Martyn Underhill</i>	£70000	37	Unpaid trustee of two charities	8	<ul style="list-style-type: none"> • Martin Goscomb, CEO, £66,714–74,430 • Siobain Hann, Commissioning and Partnership Manager, £43,693–45,506 • Fiona Napier, Media and Communications Manager, £37,908–41,697 • Jason Mumford, Information Research Officer and Data Analyst, £33,033–36,963 • Susan Bickle, Community Engagement Officer, £28,947–32,226 • Cathy Barfoot, PA to PCC, £21,099–24,606 • Yvonne Fenwick, Executive Support Officer, £21,099–24,606 • Administrative Support Officer, £17,188–£18,343
Durham <i>Ron Hogg</i>	£70000	60	Police pension	8	<ul style="list-style-type: none"> • Chief Executive £61,530 • Treasurer £49,224 • Deputy Chief Executive £40,388 • Principal Administrator £34,549 • Partnership Officer £23,218 • Policy & Communications Officer £26,636 • Communications & Engagement Asst £21,519 • Administrative Assistant £15,595
Dyfed Powys <i>Christopher Salmon</i>	£65000	Flexible	None	8	<ul style="list-style-type: none"> • CEO, £90,726 • Assistant CEO, £48,573 • CFO, £10,000 • Policy officer £34,005 • Policy officer £33,033 • Policy officer £31,437 • Support officer £21,747 • Support officer £21,747

Essex <i>Nick Alston CBE</i>	£85000 ¹³			13	<ul style="list-style-type: none"> • Acting Chief Executive and Monitoring Officer, Charles Garbett, salary £90,000 • Treasurer, Charles Garbett • Deputy PCC, £50-60,000 • 3 x Operating Managers • 1 x Assistant Operating Manager • 1 x Press & PR Officer • 1 x PA and diary secretary for the PCC • 1 x Office Administrator • 1 x Special Advisor (contract ends May 2013, £22,000 pa. pro rata) • 2 x temporary administrative staff • 1 x research officer
Gloucestershire <i>Martin Surl</i>	£65000	60+	None	8	<ul style="list-style-type: none"> • No info
Greater Manchester <i>Tony Lloyd</i>	£100000	40+	None	45	<ul style="list-style-type: none"> • Russell Bernstein, Chief Executive • Clare Regan, Policy Adviser • Alison Connelly, Head of Governance and Policy • Laura Mercer, Policy Development Manager • Melanie Moores, Strategic Support Officer • Marie Richardson, Strategic Support Officer • Rachael Storey, Strategic Support Officer • Michelle Waugh, Strategic Support Officer • Nigel Battersby, Solicitor • Linda Guy, Legal Assistant • Peter Kidd, HR and Compliance Officer • Nikki Park, Head of Executive Services • Jenna Lancaster, Senior Executive Services Officer • Amy DaviesSenior, Executive Services Officer • Lis Hindle, Executive Services Office • Lucy Phelan, Executive Services Officer • Danielle Whitworth, Executive Services Assistant • Adam Morris, Executive Services Assistant • Karen Carrington, Executive PA to the PCC and Chief Executive • Sam Frenz, Head of Scrutiny and

¹³ Mr Alston does not currently draw his full salary

					<p>Engagement</p> <ul style="list-style-type: none"> • Roland Howard, Scrutiny Development Manager • Dave Byrne, Strategic Support Officer • Karen Edwards, Strategic Support Officer • Rose Grubert, Analyst • Uzma Babb, Engagement Manager • Gaynor Edwards, Engagement Officer • Lisa Korczynski, Engagement Officer • Rick Whitehead, Engagement Officer • Hannah Carrington, Engagement Support Officer • Lisa Hindle, Volunteer Schemes Development Officer • Janet Wood, Volunteer Schemes Coordinator • Nicola Scarr, Volunteer Schemes Assistant • Claire Smith, Communications Officer • Smyth Harper, Communications Support • Kate Leach, Web Content Officer • Laura Moody, Web Content Officer • Alan Westwood, Chief Finance Officer • Bob McIntyre, Assistant CFO • Frances Beswick, Principal Group Accountant • Mike White, Senior Assistant Group Accountant • Cath Folan, Principal Auditor • Julie Perry, Principal Auditor • David Smith, Principal Auditor • Karen Wilson, Principal Auditor • Bhavna Patel, Senior Auditor
Gwent <i>Ian Johnston</i>	£70000	50	None	9	<ul style="list-style-type: none"> • Shelley Bosson, Chief Executive and Monitoring Officer (£90,756) • Neil Phillips, Treasurer and Deputy Chief Executive (£32,517 PT - 0.4) FTE is £81,293 • Senior Business Manager POf • Senior Policy Manager POf • Policy Officer SO2 • Information Officer SO2 • Business Support Officer Scale 5 • PA to Chief Executive (PT – 0.8) Scale 5 • All Wales Policy Officer (shared with other OPCCs in Wales) POf
Hampshire <i>Simon Hayes</i>	£85000	60	Chair of Crimestoppers	7	<ul style="list-style-type: none"> • Chief Executive 90,000 • Strategy & Delivery Manager 36,921 -

					<p>41,550</p> <ul style="list-style-type: none"> • Finance & Business Support Officer 23,343 - 26,277 • Scrutiny and Analysis Officer 29,895 - 33,648 • Personal Assistant 23,343 - 26,277 • Administrative Officer 18,846 - 21,213
<p>Hertfordshire <i>David Lloyd</i></p>	£75000	no info	<p>Hertfordshire County Councillor Dacorum Borough Councillor</p> <p>£9,588 p.a. as Herts County Councillor £4,951 p.a. as Dacorum Borough Councillor £4,951 p.a. as Chairman of the Borough Council Development Control Committee. Renewal commission from former role as an Independent Financial Adviser, less than £1,000 p.a.</p>	12	<ul style="list-style-type: none"> • My Deputy, Dr Rachel Frosh will be paid an annual salary of £50,000, but as Rachel will be working 2 days per week her actual salary will be 2/5th's annual salary or £20,000 per annum. • My Senior Officers are Andrew White and James Hurley. Andrew White is my Chief Executive. Andrew's role is to ensure that my office runs smoothly and that I carry out my functions within the law and code of practice. Andrew's salary is £97,378 per annum, which was set by the Police Authority of which he was Chief Executive. • James Hurley is my Chief Financial Officer. James is responsible for the proper administration of my financial affairs. In Hertfordshire, the Commissioner and the Chief Constable have agreed to appoint the same person as their respective Chief Financial Officer. James Hurley's salary is to be advised.
<p>Humberside <i>Matthew Grove</i></p>	£75000	60-70	<p>Councillor on East Riding of Yorkshire Council until March 2013</p>	14	<ul style="list-style-type: none"> • Deputy Police & Crime Commissioner (P/T) Paul Robinson £45,000 • Chief Executive Kevin Sharp £88,000 • Assurance Manager £50,000-£54,999 • Strategy/ Planning Manager £50,000-£54,999 • Public Manager £50,000-£54,999 • Deputy Chief Executive/ Chief Finance Officer John Bates £79,000 • Assurance Officer (P/T) £30,000-£34,999 • Strategy / Planning Officer £35,000-£39,999 • Communications Officer £25,000-£29,999 • Governance & Administration Manager £35,000-£39,999 • Administration Supervisor (P/T) £20,000-£24,999 • Caretaker £10,000-£14,999 • Administration Officer £15,000-£19,999

					<ul style="list-style-type: none"> Administration Officer £15,000-£19,999
Kent <i>Ann Barnes</i>	£85000		None	16	<ul style="list-style-type: none"> Acting Chief Executive: Sean Nolan Chief Finance Officer: vacant PA to the Kent Police and Crime Commissioner: Natalie Lockwood PA to Chief Finance Officer: Sophy Jennings Communications Manager: Alison Hammond Temporary Digital Communications Officer: Sarah Tucker Communications Assistant: Mirella Falcone Policy Officer: Kayleigh Nicholson Policy Officer: Laura Steward Correspondence and Support Officer: Daniel Millen Governance and Policy Support Officer: Sue Willis Temporary Caseworker: Teresa Crane Support Clerk: Jade Stanford Advisors: Howard Cox, Peter Carroll and Tim Thompson
Lancashire <i>Clive Grunshaw</i>	£85000	Full time	Elected member of Wyre Borough Council (intends to stand down) and Lancashire County Councillor (will not stand again).	15.3 FTE	A revised staff structure is currently being produced and will be presented to the Home Affairs Committee when completed and published on the Commissioner's website in the near future.
Leicestershire <i>Sir Clive Loader</i>	£75000	Full time	Parish councillor	13	<ul style="list-style-type: none"> Chief Executive Officer, Paul Stock, £90,000 Chief Finance Officer, Peter Lewis, £80,000.
Lincolnshire <i>Alan Hardwick</i>	£65000	60+	None	8	
Merseyside <i>Jane Kennedy</i>	No information provided				
Norfolk <i>Stephen Bett</i>	£70000	Full time	Company director Farmer Non-remunerated trustee	13	no info provided
North Wales <i>Winston Roddick</i>	No information provided				
North Yorkshire <i>Julia Mulligan</i>	£70000	65+		6.5 FTE	<ul style="list-style-type: none"> Jeremy Holderness, Chief Executive, £80,988 Judith Heeley, Chief Finance Officer

					<ul style="list-style-type: none"> • William Naylor, Head of Policy and Projects • Gina Allen, External Relations Manager • Sally Dyer, PA to PCC • Claire Askew, ICV Scheme Administrator • Marisa DiDomenico, Clerical Assistant
Northants <i>Adam Simmonds</i>	£70000	Full time	None	13	<ul style="list-style-type: none"> • Iain Britton, Assistant Commissioner for Justice, £65,000 • Kathryn Buckle, Assistant Commissioner for Governance, £65,000 • Peter Heaton, Assistant Commissioner for Public Involvement, £65,000 • John Raisin, Assistant Commission for Resources
Northumbria <i>Vera Baird</i>	£85000	40 + 20	None	4	No info
Notts <i>Paddy Tipping</i>	£75000	37+	Non Executive Chair of Notts LIFT companies Director or REalliance (National Regional organisation) £18,000	9	<ul style="list-style-type: none"> • Deputy PCC Chris Cutland £36,000 • Chief Executive Kevin Dennis £85,000-£92,500 • Chief Finance Officer Charlotte Radford £80,988 • Performance and Policing Officer P1 (£33,033-£36,030) • Volunteer Manager P4 (£23,799-£27,267) • Community Engagement and Partnership Officer P1 (£33,033-£36,030) • Member Services and Office Manager P4 (£23,799-£27,267) • Administrator/PA A1 (£21,099-£23,046) • Administrator/PA A1 (£21,099-£23,046)
South Wales <i>Alun Michael</i>		60+	None	15	
South Yorkshire <i>Shaun Wright</i>	£85000	60+	Councillor	10	<ul style="list-style-type: none"> • Erika Redfearn, Chief Executive, £85,000
Staffordshire <i>Matthew Ellis</i>	£75000	c.50	None	10	<ul style="list-style-type: none"> • Damon Taylor, Chief Executive - £78,000 • Paul Brindley, Chief Financial Officer - £49,500 (pro-rata to full-time salary of £82,500) • Head of Policy, Performance and Communications, up to £73,500 • and Head of Commissioning and

					<p>Partnerships, up to £73,500</p> <ul style="list-style-type: none"> • Sue Arnold, Deputy PCC, £25,000 (part-time – 3 days) • Alyson Holmes, Principal Officer – Grade I (between £40,755 and £46,509) • Veronica Powell, Executive Assistant – Grade F (between £23,046 and £28,107) • Jane Milgate, Lindsey Morgan, Emily Astles – Administrative Officers – Band E – (between £19,128 and £23,046) • Julie Croft, Administration Assistant (part-time) – Grade D (between £16,167 and £18,471 pro-rata)
<p>Suffolk <i>Tim Passmore</i></p>	£70000	Over 40	<ol style="list-style-type: none"> 1. Self-employed Agri Business Consultant. 2. Member Mid Suffolk District Council. 3. Member of Management Committee of Central Suffolk & North Ipswich Conservatives. 4. Member of Conservative Party. 5. Member of Eastern Counties & Norfolk Rugby Union Referees Society. 6. Director of Customer Services Direct, a joint public/private venture company (Suffolk County Council, Mid Suffolk District Council, British Telecom). <p>As a member of Mid Suffolk District Council, allowances agreed by the Council</p>	9	<ul style="list-style-type: none"> • Christopher Jackson, Chief Executive (and Monitoring Officer), £102,777 • Claire Swallow, Deputy Chief Executive (and Deputy Monitoring Officer), £77,082 • Chris Bland, Chief Finance Officer (0.8 FTE), £64,375 • Barry Bailey, Head of Business Management, £56,664 • Ian Rands, Business Manager, £46,243 • Vanessa Scott, Policy Officer, £36,232 • Sandra Graffham, Public Affairs Officer (0.6 FTE), £17,388 • Sarah Carter, Business Co-ordinator, £26,954 • Glennis Dyes, PA to PCC and senior officers, £24,320.
<p>Surrey <i>Kevin Hurley</i></p>	£70000	60	<p>Private landlord Director of Inspirational</p>	8	<ul style="list-style-type: none"> • Deputy Police & Crime Commissioner, £50,000

			Security Solutions Ltd Director of JK Chinese Healthcare Ltd.		
Sussex <i>Katy Bourne</i>	£85000	no info	None	12	no info provided
Thames Valley <i>Anthony Stansfeld</i>	No information provided				
Warwickshire <i>Ron Ball</i>	No information provided				
West Mercia <i>Bill Longmore</i>	No information provided				
West Midlands <i>Bob Jones</i>	£100000	Full time	Paid office Councillor – Wolverhampton City Council (no expenses are claimed from Wolverhampton City Council) Paid office - Non-executive Director – Black Country Cluster Primary Care Trust Property – home at 35 Riches Street Wolverhampton		<ul style="list-style-type: none"> Yvonne Mosquito, West Midlands Deputy Police and Crime Commissioner, £65,000
West Yorkshire <i>Mark Burns-Williamson</i>	£100000	Full time	None	26	<ul style="list-style-type: none"> Isabel Owen, Deputy PCC, £53,000 Chief Executive and Monitoring Officer, Fraser Sampson, £117,762 Chief Finance Officer, Judith Heeley, £84,909
Wiltshire <i>Angus Macpherson</i>	£70000	Full time	Angus Macpherson Ltd Stainless Design Services Ltd (company secretary) Stainless Design Holiday Services Ltd (company secretary) Haven Heights (Canford Cliffs) Ltd (Director) San Cepriano (Developments) Ltd (company	11	

			secretary) The Filling Station (Swindon) Dauntsey's School Broadgreen Breakfast Club Wiltshire and Swindon Community Foundation		
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The office of the Police and Crime Commissioner

27. As set out by the Police Reform and Social Responsibility Act 2011, Police and Crime Commissioners' salaries were determined by the Home Secretary on the advice of the Senior Salaries Review Board. The Government has allowed PCCs a considerable degree of laissez-faire in setting up their own offices, saying that "we do not intend to prescribe what support PCCs should have, other than the appointment of a head of paid staff and chief finance officer".¹⁴ The money for PCCs' offices is drawn from the same funds as the overall policing budget for the area. It goes without saying that all appointments to these vital roles should be subject to rigorous background checks.

28. For comparison, we set out chief constables' pay in Annex 2.

29. PCCs are required to appoint a Chief Executive and a Chief Finance Officer in order to assist them in the fulfilment of their responsibilities. The reported salaries of CEOs range widely from £61,530 in Durham to £117,762 in West Yorkshire. PCCs are also at liberty to appoint other staff, on merit, as appropriate. We note the Government's stated intentions for the neutrality and objectivity of PCCs' staff:

Whilst the PCC will be able to appoint staff to advise and assist them, all staff must be appointed on merit and will be politically restricted posts. Party political office holders and active party members will not be able to be appointed to the PCC's staff.¹⁵

30. However, the position of Deputy is not a politically restricted post. Some PCCs have consequently recruited political or personal contacts:

- In Greater Manchester the PCC has appointed his former constituency worker, Clare Regan, as his Policy Adviser without advertising the role.
- In Northamptonshire the PCC appointed three interim Assistant Commissioners on £65,000 each, two of whom were in his campaign team. The roles have been made permanent after an open recruitment process.
- The Labour PCC for West Midlands Police, has appointed three Assistant Commissioners on £22,500 each. All are Labour councillors.¹⁶

¹⁴ Home Office, *Policing in the 21st Century: Reconnecting police and the people: Summary of consultation responses and next steps*, December 2010, paragraph 2.11

¹⁵ Home Office, *Policing in the 21st Century: Reconnecting police and the people: Summary of consultation responses and next steps*, December 2010, paragraph 2.12

- The PCC for Kent has appointed her Liberal Democrat campaign manager with no apparent policing experience as an adviser with a salary of over £70,000.
- The PCC for Surrey has appointed a former colleague in the Metropolitan Police as his deputy, with a salary of £50,000.
- The PCC for West Yorkshire has appointed Isabel Owen as Deputy PCC with a wage of £53,000 a year. She is a former Labour parliamentary candidate with no policing experience. The role was only advertised to Labour Party colleagues.

¹⁶ Mail Online, *New police chiefs (who you didn't vote for) pay cronies thousands: Crime tsars give friends and allies jobs worth up to £73,000*, 23 March 2013 <http://www.dailymail.co.uk/news/article-2298205/New-police-chiefs-didnt-vote-pay-cronies-thousands-Crime-tsars-friends-allies-jobs-worth-73-000.html?ito=feeds-newsxml>

Police force	Police precept 2013/14 (£ for a Band D property)	Police precept 2012/13 (£ for a Band D property)	% precept change	Overall police budget 2013/14 (£m)	Budget for the Office of the PCC 2013/14 (£m)	OPCC% of budget
Avon & Somerset	168.03	168.03	0	277.3	1.4	0.50
Bedfordshire	153.49	150.49	2	102.877	0.885	0.86
Cambridgeshire	177.93	174.51	1.9	131.579	0.866	0.66
Cheshire	153.21	150.22	1.99	205	0.96147	0.47
Cleveland	198.28	194.41	2	133.8	0.9	0.67
Cumbria	204.66	200.79	1.95	122.3	0.891	0.73
Derbyshire	166.95	163.74	1.96	171.442913	0.971216	0.57
Devon & Cornwall	162.92	159.73	2	288.628	1.611	0.59
Dorset	183.51	180	1.95	120.337	0.8701	0.72
Durham	156.47	153.41	2	118.696646	1.103	0.93
Dyfed-Powys	206.28	198.54	3.9	98.178	0.794310	0.81
Essex	141.48	136.71	3.49	271.677	1.15	0.42
Gloucestershire	203.68	199.69	2	103.7	0.675	0.65
Greater Manchester	149.33	144.3	3.46	571.488	2.9	0.51
Gwent	198.23	193.09	2.66	130.123	0.9877	0.76
Hampshire	146.25	151.25	3.4	310.35	1.491 ¹⁷	0.48
Hertfordshire	147.82	147.82	0	181.845	1.0	0.55
Humberside	173.12	173.12	0	182.563	1.4	0.77
Kent	141.47	138.68	2	316.7	1.5	0.47
Lancashire	152.92	149.93	2	258.733	2.1	0.81
Leicestershire	173.875	173.875	0	173.446	1.077	0.62
Lincolnshire	190.08	186.39	2			
Merseyside	153.63	150.62	2	332.623932	1.411521	0.42
Norfolk	200.76	196.92	1.97	149.8	1.282125	0.86
North Wales	<i>No response/information online</i>		3.98			
North Yorkshire	204.55	204.55	0	140.022	0.5355	0.38
Northants	193.2	193.2	0	122.48	1.09	0.89
Northumbria	86.91	83.68	3.5	278.107	Not decided	
Nottinghamshire	169.65	166.41	1.95	196.9	1.2	0.61
South Wales	181.28	169.42	7	258.6	0.845	0.33
South Yorkshire	142.55	137.55	3.5	252.728,773	3.144,717	1.24
Staffordshire	177.61	177.61	0	185.386	1.161	0.63
Suffolk	166.77	166.77	0	124	1.759175 ¹⁸	0.14
Surrey	207.55	203.49	1.99	207.7	1.94035 ¹⁹	0.93
Sussex	138.42	138.42	0	256.607	1.184	0.46
Thames Valley	157.38	154.3	2	393.981	1.664	0.42
Warwickshire	180.96	180.96	0	92.121	0.9067	0.98
West Mercia	178.72	178.72	0	207.3	1.2	0.58

¹⁷ Not including one-off allocation of £2,001m. See below.

¹⁸ Includes Community Safety Fund

¹⁹ Includes Community Safety Fund

West Midlands	99.45	102.43	2.98	558.791	1.884	0.34
West Yorkshire	135.5	130.5	3.8	417.447	1.736	0.42
Wiltshire	157.77	157.77	0	106.693	0.964	0.90

31. We note that a number of Police and Crime Commissioners are maintaining other roles and jobs alongside their commitments as PCC. Kevin Hurley, the PCC for Surrey on a salary of £70,000, told us that alongside his role as PCC he was a private landlord, Director of Inspirational Security Solutions Ltd and Director of JK Chinese Healthcare Ltd. It will be for voters to judge how able he is to maintain two directorships alongside the role of PCC, but we are concerned about the apparent conflict of interest between the office of PCC and a directorship in a company that offers “to call upon a network of people with proven abilities in their field of expertise” in areas including “National and International Crime, including areas with law enforcement”.²⁰

32. Several Police and Crime Commissioners indicated to us that they would not be seeking re-election to other offices, such as local councils. The three PCCs who gave evidence to us attested to the severe demands on their time and believed that juggling the office of PCC with other jobs would be impossible. On the other hand, other Police and Crime Commissioners are retaining second jobs such as directorships of large companies, which may not easily be compatible with a full time and demanding office.

²⁰ <http://www.inspirationalsecuritysolutions.com/about-iss/>

Costs to the public

33. The precept is the portion of council tax contributed to funding the local police force. The level of the precept is now set by Police and Crime Commissioners. For 2013–14, the Government has offered areas that set a 0% increase in the police precept an additional one-off grant equal to a council tax rise of 1%.

Areas where the OPCC budget 2013/14 is more than the Police Authority budget 2012/13

Police force	Police Authority Budget 2012/13 (£million) ²¹	Office of the PCC Budget 2013/14 (£million) ²²	Change in budget (£million)	Percentage change
Hampshire	1.496	3.492 ²³	1.996	133.4% increase
South Yorkshire	2.307	3.144717 ²⁴	0.84	36.4% increase
Leicestershire	0.860	1.077	0.255	29.7% increase
Lancashire	1.845	2.1	0.255	13.8% increase
Staffordshire	0.911	1.161 ²⁵	0.25	27.4% increase
Gwent	0.797	0.9877	0.19	23.8% increase
Avon & Somerset	1.216	1.4	0.184	15% increase
Nottinghamshire	1.026	1.2	0.174	17% increase
Humberside	1.364	1.4	0.036	2.6% increase
Bedfordshire	0.873	0.885	0.012	1.4% increase
Sussex	1.175	1.184	0.01	0.9% increase
Wiltshire	0.958	0.964	0.01	1% increase
Kent	1.498	1.5	0.002	0.1% increase
Cumbria	0.887 ²⁶	0.891	0.004	0.45% increase

²¹ Taken from Police Estimates 2012/13, Chartered Institute of Public Finance and Accountancy, unless otherwise indicated. These figures are derived from questionnaires submitted by the police forces. Finalised data is not due to be published until late summer

²² These figures have been provided by the Office of the PCCs. Differences in definitions may make direct comparison between PCCs and previous budget figures difficult.

²³ This includes a one-off budget of £2.001m for the attainment of the PCC's priorities. Without this extra budget, the underlying change is a 0.3% decrease.

²⁴ Including commissioning services, specific grants and capital financing.

²⁵ This figure includes a contingency budget of £150,000.

²⁶ Provided by OPCC

Suffolk	1.187	1.187175	0.57	No change
Greater Manchester	2.938	2.9	0	No change
Hertfordshire	1.000	1.0	0	No change

Areas where the OPCC budget 2013/14 is less than the Police Authority budget 2012/13

Merseyside	2.088	1.411521	-0.68	32.6% decrease
West Mercia	1.761	1.2	-0.56	31.8% decrease
North Yorkshire	1.080	0.5355	-0.54	50% decrease
Cleveland	1.201	0.9	-0.301	25.1% decrease
West Yorkshire	1.761	1.736	-0.25	14% decrease
Cheshire	1.195	0.96147	-0.23353	19.5% decrease
Thames Valley	1.818	1.664	-0.15	8.3% decrease
West Midlands	1.991	1.884	-0.11	5.5% decrease
Dyfed-Powys	0.906	0.794310	-0.11	11.5% decrease
Essex	1.259	1.15	-0.11	8.7% decrease
Derbyshire	1.071	0.971216	-0.1	9.3% decrease
Durham	1.203	1.103	-0.1	8.3% decrease
Gloucestershire	0.765	0.675	-0.1	13.1% decrease
Warwickshire	0.958	0.9067	-0.05	5.2% decrease
Dorset	0.902	0.8701	-0.032	3.5% decrease
Surrey	1.305	1.28135 ²⁷	-0.02365	1.8% decrease
Devon & Cornwall	1.588	1.611	-0.023	1.4% decrease
Norfolk	1.289	1.282125	-0.007	0.5% decrease
South Wales	0.849	0.845	-0.004	0.5% decrease

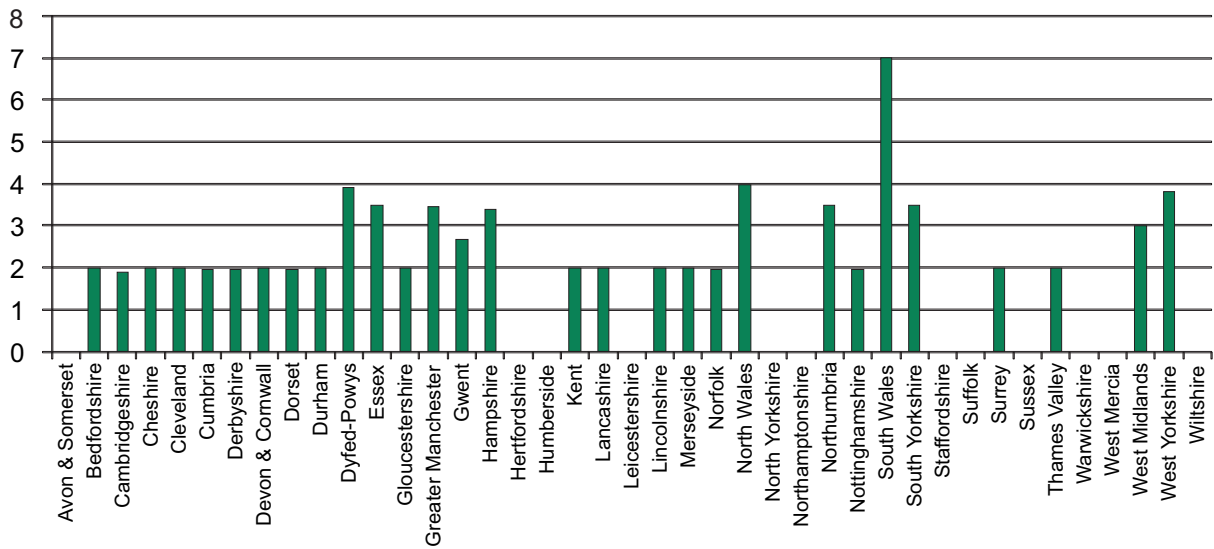
²⁷ Where a PCC has indicated that he/she has returned a figure including the Community Safety Fund, this amount has been subtracted

Incomplete information

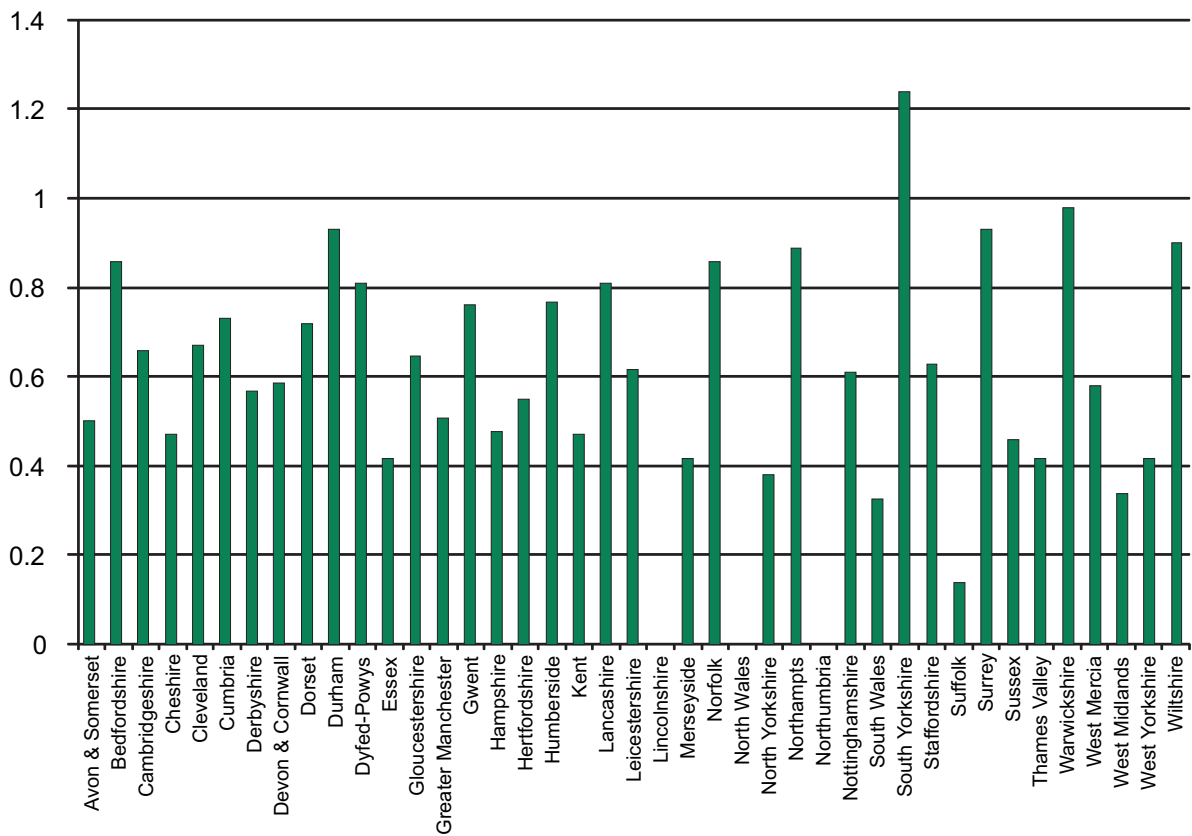
Cambridgeshire		0.866		
Lincolnshire	1.050			
North Wales	0.749			
Northamptonshire		1.09		
Northumbria	2.416			

34. The 2013/14 budget is the first set by police and crime commissioners themselves. This entails substantial new responsibilities. For example, nine Home Office funding streams—for drugs, crime and community safety—were replaced on 1 April 2013 by the Community Safety Fund, a budget for PCCs to commission services in these areas. **In order to ensure that PCCs allocate their budgets effectively and fairly and that OPCC budgets continue to be comparable across the country, we recommend that the Government publishes a list of the costs of each OPCC compared with previous years.**

% change in precept: 2012/13-2013/14²⁸



OPCC budget as a percentage of overall police area budget²⁹



²⁸ Where no bar is shown, there was no change in precept from year to year.

²⁹ Where no bar is shown, not enough information was available to derive a figure.

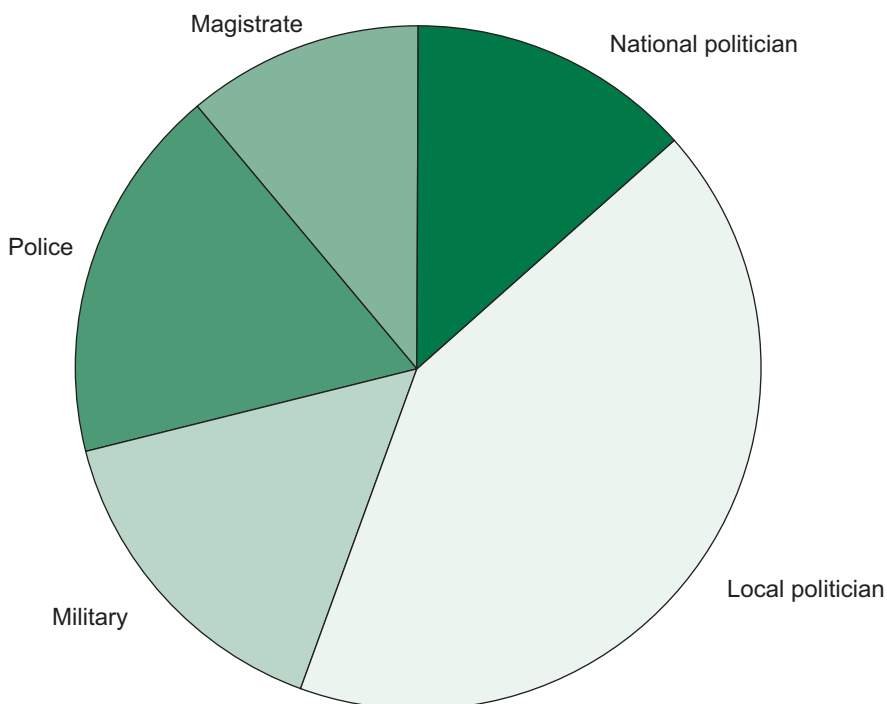
4 PCCs' Profile

35. Analysis of the professional experience, gender and ethnicity of police and crime commissioners is relevant for assessing whether they genuinely reflect the diverse public whom they are elected to represent.

36. Thirty-five of the new police and crime commissioners are male, six are female. 15 seats were contested by an all-male line-up of candidates. We note that the small number of women elected stems from the fact that 18% (35) of candidates were women, rather than an expression of voter preference.

PCCs' previous experience

Local politician	19
Military	7
National politician	6
Police	8
Magistrate ³⁰	5



- 51.56% of candidates (99 candidates) had been elected politicians (councillors, MPs, MEPs, Assembly Members). Of those that were elected, 25 had a background in politics.
- Over 50% of candidates had experience of working in the fields of policing or criminal justice.

³⁰ Some may fall into more than one category; for example, the office of magistrate is a part-time office often held alongside other employment.

- Thirty nine (20.3%) candidates are known to have served on a police authority.
- Thirty two (16.6%) candidates are known to have been employed by or served within the police service (predominantly former officers but also some Special Constables). Eight of those elected were former officers.
- Sixteen (8.3%) candidates are known to have served in the armed forces. Seven were elected.
- Sixteen (8.3%) candidates are known to be, or to have been a Magistrate. Five of those elected were magistrates.
- Thirty five (18%) candidates are women. Six of those elected were women.
- Twenty candidates were from ethnic minorities. No elected PCCs are from an ethnic minority.³¹

37. The diversity of candidates may have been affected by the election entry requirements. To stand for election as a police and crime commissioner, 100 signatures were required to support a nomination to stand, along with a £5,000 deposit. In an election for the House of Commons, candidates need ten signatures and a £500 deposit to validate their nomination. Candidates themselves believed that these barriers to entry were a problem, especially for independent candidates of whom three quarters (74%) considered that this had been a barrier.³²

38. The election was also marked by a significant number of disqualifications. No one convicted of any imprisonable offence was allowed to stand for election, even if they were not actually imprisoned or the conviction had been spent. This included offences that took place as a juvenile.³³ The Electoral Commission highlighted that the PCCs election was characterised by stricter disqualification rules for people with certain previous convictions than most elections and it suggested that the rules were not well-understood by candidates.³⁴ Two candidates withdrew their candidature before the deadline for withdrawal passed and one candidate later declared himself disqualified.

39. The first police and crime commissioners are a monoculture. Only 1 in 7 are women and there is a complete lack of representation of ethnic minorities amongst the commissioners. All national political parties have made a virtue of the importance of diversity, but this does not seem to have extended to the candidates for police and crime commissioners. There was clear cross-party support for the conclusions of the Speakers Conference on Parliamentary Representation, which highlighted the barrier to diversity created by costly election processes—the implications for diversity of a high-cost election should not have come as a surprise.

³¹ Association of Police and Crime Commissioners—data derived from election addresses

³² Electoral Commission, *Police and Crime Commissioner elections in England and Wales: Report on the administration of the elections held on 15 November 2012*, March 2013

³³ Police Reform and Social Responsibility Act 2011

³⁴ Electoral Commission, *Police and Crime Commissioner elections in England and Wales: Report on the administration of the elections held on 15 November 2012*, March 2013

40. In future, where local parties are involved in the selection of candidates for police and crime commissioner, they should certainly take an active role in increasing the recruitment pool at the start of the electoral process to reflect the diversity of the electorate.

41. High barriers to entry—the requirement for 100 signatures and a £5,000 deposit—are intended to uphold the integrity of the office of Police and Crime Commissioner and to discourage frivolous candidacies. Although this may well be appropriate, it might also have an effect on competition and diversity in the PCC elections. Therefore, it is our intention to return to this question later this year, in our inquiry on PCCs. While we recognise that PCCs must be of the highest integrity, we also believe that the rules barring anyone from standing who has a criminal conviction for an imprisonable offence, even as a juvenile, are excessive and should be brought into line with the rules for other public offices.

Further scrutiny

42. Police and crime commissioners are a lynchpin in the new landscape of policing. The next PCC elections in three years (2016) will be an appropriate time for an overall assessment of what has actually been achieved by the Commissioners, and whether the change which has occurred could be considered a successful alternative to the previous arrangements. In the meantime, we will return to this issue in a major Report a year on from their appointment: we will be looking at the effectiveness of the current commissioners and how their work is contributing to crime reduction and cost efficiency.

43. In order to hold the Commissioners to account, this Report sets out the first register of PCCs' interests. It is clear that this kind of national picture will be valuable to the electorate and to the commissioners themselves. In future, we expect an independent national body such as HMIC to take on the responsibility for compiling a complete register. This will complement and strengthen the system of local accountability that is already in place.

Annex I: information PCCs are required to publish

Elected Local Policing Bodies (Specific Information) Order 2011 SI 2011/3050	What?	When?
Paragraph 3 (a)-(e) of schedule 1	In relation to the income and expenditure of the elected local policing body— (a) the total budget of the elected local policing body; (b) where the elected local policing body is a police and crime commissioner, the precept issued by the commissioner; (c) information as to each anticipated source of revenue of the elected local policing body (other than, in the case of a police and crime commissioner, the precept); (d) information as to the proposed expenditure of the elected local policing body; (e) a copy of the annual investment strategy of the elected local policing body;	In respect of each financial year, before the beginning of the financial year to which it relates.
Paragraph 3 (f)-(g) of Schedule 1	(f) information as to each crime and disorder reduction grant made by the elected local policing body, including the conditions (if any) attached to the grant, the recipient of the grant, the purpose of the grant and the reasons why the body considered that the grant would secure, or contribute to securing, crime and disorder reduction in the body's area; [(g) information as to each item of expenditure of— (i) the elected local policing body, or (ii) the chief officer of the police force maintained by the body, exceeding £500 (other than a crime and disorder reduction grant made by the elected local policing body), including the recipient of the funds, the purpose of the expenditure and the reasons why the body or the chief officer (as the case may be) considered that good value for money would be obtained.	Each month, as soon as practicable after the end of the month to which it relates.
Paragraph 4 (a) of Schedule 1	4. In relation to the property, rights and liabilities of the elected local policing body— (a) the identity of any premises or land owned by, or occupied for the purposes of, the elected local policing body;	As soon as practicable after an election, and shall be reviewed each year thereafter and any variation published
Paragraph 4 (b)-(c) of schedule 1	[(b) a copy of each contract with a value exceeding £10,000 to which— (i) the elected local policing body, or (ii) the chief officer of the police force maintained by the body, is or is to be a party; (c) a copy of each invitation to tender issued by— (i) the elected local policing body, or (ii) the chief officer of the police force maintained by the body, in relation to a contract which the body or chief officer (as the case may be) expects will have a value exceeding £10,000;	As soon as practicable after it becomes available to the elected local policing body—
Paragraph 4(d)	(d) a list of every contract with a value not exceeding £10,000 to which— (i) the elected local policing body, or	Quarterly, as soon as

	(ii) the chief officer of the police force maintained by the body, is or is to be a party, including the value of the contract, the identity of every other party to the contract and the purpose of the contract.	practicable after the end of the quarter to which it relates.
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Annex II: Chief Constables' pay

The salaries of senior officers vary according to the size of the force. New rules will allow PCCs to vary the existing starting salaries for Chief Constables by up to 10%. Under this arrangement the new chief constable of Essex, Stephen Kavanagh, will be paid £192,163—a basic wage of £148,000, an allowance of £22,000 and a housing subsidy of £7,000.

Pay Structure from 1st September 2010

Forces	Chief Constable Salary	Deputy C C Salary
Metropolitan Police	£260,088	£214,722
West Midlands Greater Manchester	£181,455	£139,119
Strathclyde	£178,431	£139,119
West Yorkshire	£169,359	£135,489
Thames Valley	£160,290	£132,237
Merseyside Northumbria	£157,260	£129,744
Hampshire	£154,233	£127,248
Kent Lancashire Devon & Cornwall	£151,215	£124,749
South Yorkshire Essex Avon & Somerset Sussex South Wales	£148,194	£122,256
Nottinghamshire Lothian & Borders	£142,143	£117,264
Hertfordshire West Mercia Cheshire Humberside Staffordshire Leicestershire Derbyshire	£139,119	£114,771
Surrey Norfolk	£136,092	£112,278
Cleveland Durham Cambridgeshire North Wales North Yorkshire Gwent	£133,068	£109,782

Grampian Northamptonshire Suffolk Dorset Wiltshire Bedfordshire		
Gloucestershire Lincolnshire Cumbria Warwickshire Dyfed-Powys Tayside	£130,044	£108,873

Conclusions and recommendations

Introduction

1. In areas such as Greater Manchester, police and crime commissioners will represent the interests of millions of people. With so much power concentrated in the hands of a single individual, it is vital that there is clear and objective scrutiny and an effective system of checks to ensure that the role is performed to the highest standards of integrity and competence. The Government has created a system that relies on local scrutiny and the main check is at the ballot box. In this Report, we show that regular, national comparisons are important for public confidence and draw together the first register of PCCs interests. (Paragraph 4)

Scrutiny of PCCs

2. Where a police and crime commissioner exercises his power to suspend a chief constable, it is the PCC's responsibility under Schedule 8 to the Police Reform and Social Responsibility Act 2011 to inform the Police and Crime Panel. In the Lincolnshire case, however, the public was left in the dark about the reasons for the suspension and the Police and Crime Panel took no action to avert or even review an intervention that was ultimately thrown out of court. The Police and Crime Panel seemed totally incapacitated by erroneous legal advice that it was unable to investigate the Commissioner's course of action, so that the PCC did not even appear before the Panel for over 2 months. (Paragraph 9)
3. We recommend that where a PCC proposes to exercise his power to suspend a chief constable under section 38 of the Police Reform and Social Responsibility Act, there must be immediate review of the action by the Police and Crime Panel. In addition, the Police and Crime Commissioner must give the Panel and the chief constable a written explanation of the reasons for the suspension. (Paragraph 10)
4. In between elections, the Police and Crime Panel is, in all but the most extreme circumstance, the only check on a PCC's power over local policing. All three of the PCP chairs we heard from believed that their Panels did not have strong powers to hold a PCC to account. Parliament has defined the power of PCPs and it is the responsibility of the PCPs to exercise their powers. We are concerned that incompetent legal advisers appear to have sought to prevent PCPs from even meeting to scrutinise key and highly questionable decisions by PCCs, for instance the suspension of the chief constable in Lincolnshire and the fiasco concerning the appointment of a "Youth Commissioner" in Kent. It is in such circumstances that a PCP chair needs to ensure that the PCP meets urgently. If they fail to do so, on the basis of wholly inappropriate legal advice or otherwise, the process of local scrutiny of the PCP role falls into disrepute. (Paragraph 11)
5. Local scrutiny relies on the engagement of the public in the force area. With this in mind, we note the comments of Jenny Watson, Chair of the Electoral Commission, in its report on the PCC elections, that "the extremely low turnout – at just 15.1% – must be a concern for anyone who cares about democracy". We have not yet taken

evidence on this issue, but will return to the matter in our forthcoming inquiry later this year. (Paragraph 12)

6. a number of PCCs have so far failed to publish the required financial information, or disclose the details of their own interests and allowances. The Home Office must monitor compliance with legal responsibilities to publish information and publish a list of non-compliant PCCs. (Paragraph 14)
7. We are disappointed to note that not all Police and Crime Commissioners are meeting the standards of openness that we would expect. We conducted a survey of Police and Crime Commissioners' websites to investigate whether the necessary information was being published clearly. On 19 April 2013, we found that 10 PCCs had met their statutory obligations and published the full financial data required. Those were Avon and Somerset (Sue Mountstevens), Bedfordshire (Olly Martins), Cambridgeshire (Sir Graham Bright), Cheshire (John Dwyer), Hampshire (Simon Hayes), Merseyside (Jane Kennedy), Surrey (Kevin Hurley), Warwickshire (Ron Ball), West Mercia (Bill Longmore) and West Yorkshire (Mark Burns-Williamson). (Paragraph 18)
8. Our search suggested that 12 PCCs have yet to publish their annual budget data online: Cleveland (Barry Coppinger), Cumbria (Richard Rhodes), Derbyshire (Alan Charles), Devon and Cornwall (Tony Hogg), Essex (Nick Alston), Hertfordshire (David Lloyd), Humberside (Matthew Grove), Leicestershire (Sir Clive Loader), Norfolk (Stephen Bett), South Yorkshire (Shaun Wright), Suffolk (Tim Passmore) and North Wales (Winston Roddick). (Paragraph 19)
9. Following our evidence session with the Home Secretary on 18 April 2013, we understand that PCCs were contacted to encourage them to publish this data. However, on 3 May 2013, five PCCs still had not published annual budget data online—Humberside (Matthew Grove), Leicestershire (Sir Clive Loader), Norfolk (Stephen Bett), North Wales (Winston Roddick CB QC) and Suffolk (Tim Passmore). (Paragraph 20)
10. Where Police and Crime Commissioners are considered to have exceeded their powers or otherwise behaved inappropriately, it is unacceptable that those who expose the matter should be at risk of losing their jobs, or face other reprisals. (Paragraph 21)
11. We do not accept that a national register of PCCs' interests is not necessary. There was unanimous agreement among the Police and Crime Commissioners we called for evidence that such a register would be a fair and helpful way to hold PCCs to account. If a national register is being compiled for chief constables, it makes clear sense to do the same for their elected counterparts. (Paragraph 22)
12. While it should be for the local electorate to determine a PCC's suitability for the role, an informed choice would be facilitated by a reliable central register which would provide a ready comparison and a reliable source. The lack of such information centrally will inevitably encourage rumours, media speculation and suspicion, which may well be totally unfounded. We strongly recommend that an independent national body such as Her Majesty's Inspectorate of Constabulary

compile and publish a central register of police and crime commissioners' financial interests, pay and perks packages, gifts and hospitality, outside interests including second jobs on an annual basis. In the absence of such a register, we will attempt to do so, but it would be far preferably for an independent national body to undertake this essential function. Until this happens, we will undertake this task. (Paragraph 23)

Salaries and offices

13. Several Police and Crime Commissioners indicated to us that they would not be seeking re-election to other offices, such as local councils. The three PCCs who gave evidence to us attested to the severe demands on their time and believed that juggling the office of PCC with other jobs would be impossible. On the other hand, other Police and Crime Commissioners are retaining second jobs such as directorships of large companies, which may not easily be compatible with a full time and demanding office. (Paragraph 32)

Costs to the public

14. In order to ensure that PCCs allocate their budgets effectively and fairly and that OPCC budgets continue to be comparable across the country, we recommend that the Government publishes a list of the costs of each OPCC compared with previous years. (Paragraph 34)

PCCs' profile

15. High barriers to entry—the requirement for 100 signatures and a £5,000 deposit—are intended to uphold the integrity of the office of Police and Crime Commissioner and to discourage frivolous candidacies. Although this may well be appropriate, it might also have an effect on competition and diversity in the PCC elections. Therefore, it is our intention to return to this question later this year, in our inquiry on PCCs. While we recognise that PCCs must be of the highest integrity, we also believe that the rules barring anyone from standing who has a criminal conviction for an imprisonable offence, even as a juvenile, are excessive and should be brought into line with the rules for other public offices. (Paragraph 41)

Further security

16. Police and crime commissioners are a lynchpin in the new landscape of policing. The next PCC elections in three years (2016) will be an appropriate time for an overall assessment of what has actually been achieved by the Commissioners, and whether the change which has occurred could be considered a successful alternative to the previous arrangements. In the meantime, we will return to this issue in a major Report a year on from their appointment: we will be looking at the effectiveness of the current commissioners and how their work is contributing to crime reduction and cost efficiency. (Paragraph 42)
17. In order to hold the Commissioners to account, this Report sets out the first register of PCCs' interests. It is clear that this kind of national picture will be valuable to the

electorate and to the commissioners themselves. In future, we expect an independent national body such as HMIC to take on the responsibility for compiling a complete register. This will complement and strengthen the system of local accountability that is already in place. (Paragraph 43)

Formal Minutes

Thursday 16 May 2013

Members present:

Keith Vaz, in the Chair

James Clappison
Michael Ellis
Lorraine Fullbrook

Steve McCabe
Mark Reckless
Mr David Winnick

Draft Report (*Police and Crime Commissioners: Register of Interests*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 43 read and agreed to.

Annexes agreed to.

Resolved, That the Report be the First Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Tuesday 4 June at 2.30 p.m.]

List of Reports from the Committee during the current Parliament

Session 2012–13

First Report	Effectiveness of the Committee in 2010–12	HC 144
Second Report	Work of the Permanent Secretary (April–Dec 2011)	HC 145
Third Report	Pre-appointment Hearing for Her Majesty’s Chief Inspector of Constabulary	HC 183
Fourth Report	Private Investigators	HC 100
Fifth Report	The work of the UK Border Agency (Dec 2011–March 2012)	HC 71
Sixth Report	The work of the Border Force	HC 523
Seventh Report	Olympics Security	HC 531
Eighth Report	The work of the UK Border Agency (April–June 2012)	HC 603
Ninth Report	Drugs: Breaking the Cycle	HC 184
Tenth Report	Powers to investigate the Hillsborough disaster: interim Report on the Independent Police Complaints Commission	HC 793
Eleventh Report	Independent Police Complaints Commission	HC 494
Twelfth Report	The draft Anti-social Behaviour Bill: pre-legislative scrutiny	HC 836
Thirteenth Report	Undercover Policing: Interim Report	HC 837
Fourteenth Report	The work of the UK Border Agency (July–September 2012)	HC 792

Session 2010–12

First Report	Immigration Cap	HC 361
Second Report	Policing: Police and Crime Commissioners	HC 511
Third Report	Firearms Control	HC 447
Fourth Report	The work of the UK Border Agency	HC 587
Fifth Report	Police use of Tasers	HC 646
Sixth Report	Police Finances	HC 695
Seventh Report	Student Visas	HC 773
Eighth Report	Forced marriage	HC 880
Ninth Report	The work of the UK Border Agency (November 2010–March 2011)	HC 929
Tenth Report	Implications for the Justice and Home Affairs area of the accession of Turkey to the European Union	HC 789
Eleventh Report	Student Visas – follow up	HC 1445
Twelfth Report	Home Office – Work of the Permanent Secretary	HC 928
Thirteenth Report	Unauthorised tapping into or hacking of mobile communications	HC 907

Fourteenth Report	New Landscape of Policing	HC 939
Fifteenth Report	The work of the UK Border Agency (April-July 2011)	HC 1497
Sixteenth Report	Policing large scale disorder	HC 1456
Seventeenth Report	UK Border Controls	HC 1647
Eighteenth Report	Rules governing enforced removals from the UK	HC 563
Nineteenth Report	Roots of violent radicalisation	HC 1446
Twentieth Report	Extradition	HC 644
Twenty-first Report	Work of the UK Border Agency (August-Dec 2011)	HC 1722

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Crime Recording in Kent

A report commissioned by the Police and Crime
Commissioner for Kent

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Executive summary

In February 2013, the Police and Crime Commissioner for Kent (the Commissioner) commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to conduct an inspection "to determine whether the people of Kent can have confidence in Kent Police's crime figures".¹ This followed an internal review by Kent Police focusing on crime detections and performance culture.

To answer this question, HMIC reviewed the force's practices at every stage of the crime-recording process, from the point at which a member of the public calls the police, to the final resolution (or 'disposal') of the crime (for instance, through a caution or penalty notice for disorder). We also examined the extent to which the culture in Kent has had an impact on crime-recording practices.

The stages of the crime-recording process are set out at Annex A.

Recording crime

The Home Office sets the national standards for the recording of crimes through the National Crime Recording Standard (NCRS), which is underpinned by the Home Office Counting Rules (HOCR). These aim to establish consistent standards in all police forces, using an approach to crime recording that is based on the victim's account of events. There will often, however, be a degree of subjective interpretation in making decisions about how to record crimes.

Calls from victims of crime in Kent are dealt with in the force control room. We found that the call-takers provide a high-quality service to victims at this point, and make accurate records of the information they provide.

In order to provide a victim-focused service, Kent Police has a policy of attending (i.e. sending out an officer in response to) all calls where the call-taker believes, based on the information given by the caller, that a crime has been committed. Once an officer has attended, he or she contacts the force's central Investigation Management Unit (IMU) and makes a report. IMU staff use this information to decide if a crime should be recorded.

Based on the information recorded in a sample of 303 cases, HMIC found that the decision to record a crime is correct approximately 90% of the time.² While this suggests some improvement in systems and processes in comparison with previous audits in Kent, it still indicates that the force is under-recording approximately one in every ten crimes. It also means that some victims are not getting the service they deserve (for example, because certain victim support services are only triggered when a crime is recorded).

¹ Police and Crime Commissioners can commission HMIC to undertake inspections under section 54(2BA), Police Act 1996. Full terms of reference for this inspection are on p.7.

² 'Correct' here means in accordance with the NCRS and HOCR. The sample size is such that HMIC can estimate the overall proportion of incidents with crimes correctly recorded by the force at 90% (+/- 5%). The methodology used to calculate this is different from that used in previous HMIC inspections. The results can not therefore be compared with other forces. HMIC plans to use this methodology in its review of crime data integrity in all forces during 2013/14.

When a crime has been recorded, it can only be declassified (which is referred to as 'no-crimed') if the strict criteria set out in the HOCR apply. No-crimes account for approximately 3-4%³ of overall recorded crime. No-crime is an important part of the HOCR as it caters for situations where the original decision to record a crime clearly turns out to be wrong (for example, where someone reports to the police that their car has been stolen from a multi-storey car park, only to find it later on a different floor). While it is appropriate for some cases to be no-crimed, when this is done incorrectly it can mean that suspects may not be brought to justice and the force's published crime figures will be inaccurate.

In 2012, HMIC found that Kent Police was applying a standard to its no-crime decisions which was different from that applied by all other forces in England and Wales.⁴ Following clarification from HMIC, the force has now rightly changed its approach, and as a result of this and other changes the force has made, it is no-crime far fewer crimes than it did previously. For instance, data provided by the force as part of this inspection show that in January 2011, 178 no-crimes were related to violence; in January 2013, this number had fallen to 42.

This is encouraging, and to the force's credit. However, although Kent is now declassifying significantly fewer crimes, of the small proportion that it is still 'no-crime' we found that the decision to do so was incorrect in more than 25% of the cases we reviewed (15 of the 58 cases). The fact that this inaccuracy was evident in cases of rape, robbery and violence is of particular concern and is unacceptable.

The force needs urgently to ensure that its no-crime decisions meet the required standard. It should also put in place materially better arrangements for checking and evidencing that this is happening, so it can assure both itself and the people of Kent that offences are being properly investigated, and crime figures are accurate. The force recognises these concerns and is fully committed to making further improvements.

Solving crime

After a crime has been investigated, it can be resolved in a number of ways. The HOCR and other national guidance stipulate the type of disposal which is appropriate, depending on the nature and circumstances of the offence, and if the perpetrator has any offending history. They also require the police to keep victims updated on the progress of the case.

HMIC found that Kent Police does not resolve all crimes in accordance with national requirements and guidance. For instance:

- some crimes that have a serious impact on victims (like burglary) are being dealt with using inappropriate disposals, such as cautions;
- on some occasions victims are not informed of how their cases have been resolved; and

³ In 2011/12, the rate of no-crime in Kent was 4.3%, compared with an England and Wales rate of 3.4%. 2012/13 data were not available for this report.

⁴ HMIC (2012) *The Crime Scene: Kent Police*. Available from www.hmic.gov.uk

- officers do not always carry out background checks on offenders before deciding on the appropriate disposal.

The culture in Kent, and its impact on crime-recording practices

In the course of this inspection, HMIC found that a target-driven culture had, until recently, led to some officers in Kent pursuing crimes on the basis of how easy they were to solve, rather than on their seriousness, or their impact on victims or communities. For instance, we found evidence of:

- officers actively seeking out cannabis users in order to administer formal warnings; and
- a proactive policing team, set up to tackle burglary, being inappropriately redeployed to deal with cases of shoplifting.

HMIC considers that both these activities were motivated by the desire to meet monthly performance management targets in relation to the number of disposals attained.

While such an approach is not unlawful, and does not contravene the letter of the HOCR, it is against the spirit of the rules, which place the needs of victims – not of meeting particular performance targets – at the centre of the crime-recording process. HMIC therefore concludes that there has, in the past, been an institutional bias in Kent towards chasing numerical targets for solving crime. This has led to some officers focusing on those categories of crime which have the best chance of a quick and easy resolution. As a result, resources have sometimes been diverted from tackling other crimes, some of which have far greater impacts on the people and communities in Kent.

HMIC acknowledges that the force has recognised this as a major problem. The Chief Constable has personally led on the implementation of many changes aimed at rebalancing the performance framework, which now places more emphasis on the quality of service to the public, and less on compliance with numerical targets. The Chief Constable has expressed his determination to cast off the old, target-driven culture. However, while HMIC did not find evidence of the previous bad practices continuing at the time of inspection, these changes have only recently been introduced, and officers and staff interviewed as part of this inspection displayed some cynicism over how much difference they will make.

Kent Police recognises the importance of having the right culture to support the changes that it is making. Some important steps have already been taken. For example, the Chief Constable has carried out briefings personally with managers and supervisors and has publicised his mission, values and priorities. The force is committed to undertaking a comprehensive review of whether its culture is consistent with its new approach of promoting continuous improvement in policing.

Conclusion: Can the public have confidence in Kent's crime figures?

HMIC found that there are still too many occasions when:

- Kent Police does not interpret the HOCR correctly, and so crimes are not correctly recorded; and
- crimes are not resolved appropriately.

As a result, some victims are not getting the service they deserve, and the force cannot provide full assurance of the accuracy of its published crime and resolution figures.

HMIC found no evidence of corrupt activity in the way in which the crimes that we looked at had been recorded or resolved. We acknowledge that the force has made a number of important improvements to its processes and policies in relation to crime recording, and that it recognises the imperative in this regard. However, HMIC concludes that **appreciably more needs to be done before the people of Kent can be confident that the crime and resolution figures published by the force are as accurate as they should be.**

HMIC is confident that, given the improvements made to date, and the personal commitment of the Chief Constable, the force will respond positively to the issues raised in this report and take the necessary steps to improve the accuracy of crime recording in Kent. The Commissioner has invited HMIC to revisit Kent later this year. We will do so as part of our national crime data integrity programme⁵ and will assess how well the force has responded to the issues identified in this inspection.

⁵ See HMIC (2013) *Inspection Programme 2013/14*. Available from www.hmic.gov.uk.

Inspection terms of reference and methodology

Terms of reference

This HMIC inspection was commissioned by the Commissioner in February 2013.⁶

The agreed terms of reference were as follows:

An inspection to determine whether the people of Kent can have confidence in Kent Police's crime figures.

HMIC will review the processes and practices of crime-recording and subsequent disposals within Kent Police in order to answer the following questions:

- *Is crime recorded appropriately by the force, in accordance with the National Crime Recording Standard and the Home Office Counting Rules?*
- *Are disposals managed effectively, and in accordance with policy and guidance?*

The inspection will include an end-to-end review of crime-recording and disposal practices, starting from the point at which crimes are reported to the force, through to the disposal of crimes by way of one of the following methods of detection: charge/summons; caution; offences taken into consideration; restorative practice; penalty notice for disorder; and formal warning for cannabis possession.

HMIC will consider the extent to which the processes and culture (including the demands of the performance regime) in Kent have an impact on force activity in relation to the above. HMIC will carry out any testing that we see fit to ensure that the public can have confidence in the recording and disposal of crimes by the force.

Methodology

The inspection was conducted in two phases.

Phase one

The first phase lasted one week, and comprised an audit of 303 crime and incident records which the force created as a result of calls to the police made between March and November 2012. A team of six experienced auditors traced the progress of these cases through the crime-recording process, from listening to recordings of the original calls made to the police, to examining the information recorded in the force's files

⁶ Police and Crime Commissioners can commission HMIC to undertake inspections under section 54(2BA), Police Act 1996.

about how these cases were resolved. Compliance with the HOCR and other national guidance was assessed at each step.

The audit team also examined the resolution of approximately 30 cases through each of the following means: taken into considerations; cautions; penalty notices for disorder and formal warnings for cannabis possession. They also assessed a further 30 cases where restorative practices had been used. In each category, they made a judgment on Kent Police's level of compliance with the national rules and guidance that stipulate when each type of resolution is appropriate.

Finally, the audit team examined 58 cases in which the force had no-crimes (i.e. declassified) a crime record, to assess if the decision had been correct.

Phase two

In the second phase, HMIC inspectors spent a week in force. They interviewed senior members of staff and visited the force control room, the Investigation Management Unit (IMU), and police stations across the force area. During these visits, they spoke to officers and staff at all ranks and levels, listened to a number of calls made by officers to the IMU, and accompanied officers as they visited victims who had reported crimes to the police.

Background and context

National standards for crime recording

The Home Office sets the national standards for recording of crimes through the National Crime Recording Standard (NCRS), which is underpinned by the Home Office Counting Rules (HOCR). These aim to establish consistent standards in all police forces, using an approach to crime recording that is based on the victim's account of events. There will often, however, be a degree of subjective interpretation in making decisions about how to record crimes.

It is extremely important that the police record crime accurately and in accordance with these standards:

- **accurate crime records help the police service to anticipate and prevent crime.** Police forces use the data contained in crime records to analyse the number, nature and location of crimes in their force areas. This allows them to identify trends, which can inform decisions about where resources should be deployed. For instance, if a particular street has seen an increase in burglaries, a force could send extra foot patrols to the area;
- **the police use crime records to direct resources towards helping the victims of crime** (for example, when a crime is recorded, the victim is normally put in contact with victim support services); and
- because crime data are published,⁷ they also provide a source of information **for the public and their elected representatives (locally and nationally) to use when holding their force and police and crime commissioner to account** for their performance in tackling crime. HMIC also uses these data in its continual monitoring of force and national crime and resolution patterns.⁸ This activity can clearly only be effective if the data are accurate.

Concerns about crime recording in Kent

Over the last two years, concerns have been raised over the accuracy of some aspects of crime recording in Kent:

- HMIC's 2012 national inspection of police crime and incident reports concluded that Kent Police was applying a standard to no-crime decisions that was different from other forces, which appeared to have resulted in a higher no-crime rate than other forces;⁹

⁷ For instance, at street level (www.police.uk), police force area level (www.hmic.gov.uk), and national level (www.ons.gov.uk).

⁸ See HMIC (2012) *HMIC's Approach to Monitoring Forces in England and Wales*. Available from www.hmic.gov.uk

⁹ See HMIC (2012) *The Crime Scene: Kent Police*. Available from www.hmic.gov.uk

- in 2010/11, Kent Police no-crimes 30% of recorded rape cases¹⁰ – the highest rate of any force in the country (the rate for England and Wales as a whole was 12%). Although the rate of no-crimes for rape offences in Kent was lower in the 2011/12 figures (at 14.5%), this was still higher than the rate for England and Wales (10.8%); and
- in November 2012, five Kent detectives based in Maidstone were arrested as part of an anti-corruption investigation by the force. The officers no longer face any criminal proceedings and the matter is being considered internally.

By the time of our inspection, the force had conducted two internal reviews of its approach to managing crime detections, and of the impact of its performance processes.

¹⁰ See HMIC/HMCPSI (2012) *Forging the Links: Rape Investigation and Prosecution*. Available from www.hmic.gov.uk. Data on no-crime rates are management information provided to the Home Office by forces, and have not been subjected to the quality assurance carried out for National Statistics on crime. Figures may also vary from previously published statistics, as they may incorporate revisions submitted by forces to the Home Office. 2012/13 data were not available for this report.

The crime-recording process in Kent

Process

When a member of the public rings Kent Police to report a crime, a call-taker in the force control room questions them about the circumstances, and creates an incident record on the force's command and control computer system, indicating whether he or she thinks a crime may have been committed. If it is decided that a crime has been committed, officers visit the caller to obtain more information on what happened. After this meeting, officers provide a full report to specialist investigators in the force's central Investigation Management Unit (IMU), who make the final decision about whether the incident should be recorded as a crime. Supervisors in the IMU are responsible for later deciding if a case should be no-crimed (i.e. declassified).

The recording of a crime is the trigger for the provision of certain services for victims (for instance, putting them in contact with victim support services). The police then investigate the crime. If they solve it, there are a number of means of finally closing the case (for instance, by charging an offender, or issuing a caution). Only if the case is resolved, or IMU investigators judge that there is no way it can be solved, is the crime record closed.

The role of the Investigation Management Unit

HMIC's 2012 national review of crime and incident reports found that forces with central crime-recording desks tended to attain higher standards of accuracy.¹¹ In January 2012, Kent Police set up the IMU to fulfil this central function, with a view to improving its crime recording processes. The IMU deals with all crime recording and crime resolution across the force (previously, while initial crime recording was carried out by a central unit, subsequent investigation and resolution were managed by staff based in each of the six geographical policing divisions).

A team of 83 investigators, overseen by ten supervisors, work in the IMU and provide round-the-clock cover, 365 days a year. They are supported by a customer service and compliance manager, and by three members of staff who provide training and development support. The IMU is managed by a detective chief inspector, supported by four detective inspectors and six detective sergeants.

IMU investigators are responsible for ensuring that all reports of crime made to the force are recorded in accordance with the HOCA and NCRS. They receive a programme of training, which is followed by a process of accreditation before they are permitted to make crime-recording decisions independently. The IMU supervisors carry out checks to ensure their staff are applying consistent standards to crime-recording decisions. Detective inspectors in the IMU check ten incident logs each day to make sure that the supervisors themselves are all applying the same standards. A team of six detective sergeants in the IMU are responsible for all no-crime decisions with the exception of those that relate to rape cases; for these, the decision is made by one of four IMU detective inspectors.

¹¹ HMIC (2012) *The Crime Scene*. Available from www.hmic.gov.uk.

Overall, HMIC found that the IMU was well-managed (for example, the programme of training, accreditation and coaching). Placing responsibility for crime recording in the hands of a relatively small group of properly trained staff, who are not subject to pressures to achieve reductions in crime rates, provides a sound basis for good crime-recording decisions. This is an improvement on the previous arrangement, where area crime and incident management units were separately line managed by the local policing divisions, which led to greater variation in standards. Overall staff levels in these units were also significantly higher than in the current IMU – although the new unit still represents a substantial investment.

Given these arrangements, and the significant investment they have required, we would expect the standard of crime recording and resolution to be high.¹²

¹² HMIC will look (among other things) in its 2013/14 national crime data integrity programme at the relative costs and benefits of a centralised bureau (e.g. Kent's IMU), in comparison with (for instance) buying the technology that would allow officers to log information themselves, and on the street.

Recording crime

Call-takers in the force control room provide a good service to callers at the point they first contact the police. The force records most incidents accurately (i.e. as required by national standards) at this point.

However, while the force has made improvements to its process for recording crime, there are still too many occasions when the rules are being incorrectly interpreted and allegations of crime are not correctly recorded. The sample of 58 no-crime decisions by the force examined as part of this inspection also found a 25% error rate. This has a detrimental effect on the accuracy of the force's crime figures.

HMIC's audit team listened to recordings of 303 calls made by members of the public to the police, and examined the incident records the force created as a result. When an incident record is created, it is assigned a code based on the nature of the incident. We selected incidents with the opening codes which were most likely to relate to a crime (such as fights, harassment and threats).

The 303 incidents were chosen at random from the 140,000 incidents with the selected opening codes that were recorded between March and November 2012.

Reporting a crime and creating an incident record

We found that the call-takers in the force control room provided a very high standard of service to the public. Almost without exception, they were helpful, polite and asked appropriate questions. They demonstrated empathy to and reassured callers, some of whom were understandably anxious or upset.

Attending officers

Unlike most forces, Kent Police has a policy of attending (i.e. sending an officer out in response to) all reported incidents that appear to the call-taker to constitute a crime. The force takes this approach for two reasons. Firstly, it provides a better service to victims of crime. Secondly, by sending an officer in person the force aims to increase the accuracy of the information obtained. This has contributed to the force having high levels of overall satisfaction among victims of crime.¹³

Kent's graded response policy dictates how quickly the police attend:

- the most pressing cases receive either an immediate response (within 15 minutes in urban areas and 20 minutes in rural locations), or a high priority response (attendance within 60 minutes); while
- in less urgent cases, the call-taker agrees a scheduled response with the caller, normally through booking an appointment.

¹³ At 89%, overall victim satisfaction in Kent was higher than in England and Wales as a whole for the 12 months to the end of December 2012. This is a statistically significant difference. Source: Survey data provided by forces to the Home Office.

The HOCR state that a crime should be recorded as soon as the reporting officer is satisfied that it is more likely than not that a crime has been committed. The rules put an upper limit of 72 hours on the time within which a crime should be recorded. In Kent, crimes are only recorded by the force after an officer has attended and spoken with the victim, and made a report to the IMU. On some occasions (for example, when the victim is out of the county for a period of time after initially reporting the crime), this policy results in crimes not being recorded within the 72-hour limit stipulated by the HOCR. We found 15 crimes where this had happened.

When an officer has attended a report of a crime, they contact the IMU by telephone. Force policy is that officers should, where practical, do this from the scene of the crime, in order to maximise the time they spend on visible patrol. However, a number of officers we spoke to routinely telephoned the IMU later in their shifts (often from the police station). Based on the account given by the attending officer, the IMU investigator makes the decision as to whether a crime should be recorded.

Are crimes being recorded accurately?

Every case where a crime should have been recorded, but is not, represents a victim who has not received the service that they deserve; potentially an offender free to commit another crime; and a future inaccuracy in the force (and, ultimately, national) crime figures.

Of the 303 incidents that we examined as part of this inspection, we concluded that 198 should have resulted in the recording of a crime. The force had recorded a crime in 179 of these cases, which equates to a 90% accuracy rate;¹⁴ and of these 179, 96% were classified in the correct crime category. This is a different test from that used by HMIC in previous inspections,¹⁵ so these results can't be compared with other forces. The methodology that we have used for this inspection will be applied to our review of crime data integrity in all forces which will commence in 2013/14.

Based on this sample, the force is under-recording approximately one in every ten crimes. HMIC found no evidence of this being as a result of deliberate breaches of the rules. However, given the significant investment the force has made in a centralised approach to crime recording, we expected to find a higher standard than this.

Of the 19 cases in the sample where a crime should have been recorded, but was not, six involved damage that the officer considered to be accidental, but that our review found clearly deliberate. Another common factor involved crimes where there were multiple victims. In these cases, the HOCR require a crime to be recorded in respect of each victim: but we found three cases where this had not happened.

HMIC therefore investigated at what point in the crime-recording process the error had been introduced. We found that the initial information recorded by the call-taker suggested that a crime should be recorded, and that, in line with the force's policy, all

¹⁴ The sample size is such that HMIC can estimate the overall proportion of incidents with crimes correctly recorded by the force as 90% (+/-5%).

¹⁵ HMIC (2012) *The Crime Scene*. Available from www.hmic.gov.uk

19 cases had been attended by police. None of the incident logs included sufficient information in the subsequent updates to explain why a crime was not recorded.

Twelve of the 19 people who had reported the crimes which had not been accurately recorded agreed to HMIC contacting them to discuss their experiences. In 11 of these cases, the caller gave an identical account to that recorded on the incident log. This corroborates the finding that crimes should therefore have been recorded in these cases. (The twelfth victim decided that the loss was probably accidental rather than a theft, although this information had not been recorded on the incident log.) All of the victims we spoke to said that the officers who had attended had recorded the information they provided accurately, and had not in any way sought to influence their account of events.

The force should explore if the reasons for this are that attending officers give inaccurate accounts of events when they report the circumstances to the IMU, or because IMU investigators fail to ask sufficiently probing questions of attending officers. Having investigated this, the force should then take the action required to address the issue.

In addition to our audit, we spoke to staff in the control room and the IMU, and to police officers from across the force who attended reports of crime. All the officers were clear that their sole responsibility in relation to recording crime was to attend the scene, obtain an accurate account from the victim and relay this to the IMU. They all understood that recording decisions were the responsibility of the IMU, and none of the staff we spoke to felt under any pressure to do anything that might affect the decision as to whether a crime should be recorded.

In summary, we found a significant number of cases (approximately 10%) where, based on the information in the incident record, crimes should have been recorded, but were not. Given the investment the force has made in a centralised approach to crime recording, we expected to find higher standards. Ensuring that IMU staff always question attending officers comprehensively when they make their reports would help ensure that the force achieves a higher standard of crime recording in the future.

Are cases no-crimed accurately?

Once a crime has been recorded, it can only be declassified (which is referred to as no-crimed) if strict criteria set out in the HOCR apply. No-criming is an important part of the HOCR as it caters for situations where the original decision to record a crime clearly turns out to be wrong (for example where someone reports to the police that their car has been stolen from a multi-storey car park, only to find it later on a different floor). No-crimes account for only approximately 3-4%¹⁶ of overall recorded crime, so the impact of inaccuracies in this area on the force's crime figures is fairly small; but each case that is incorrectly no-crimed represents a victim who may not have received the service they deserve, and potentially a criminal who can go on to offend again.

¹⁶ In 2011/12, the rate of no-criming in Kent was 4.3%, compared with an England and Wales rate of 3.4%. 2012/13 data were not available for this report.

In 2012, HMIC found¹⁷ that Kent Police was applying a standard to no-criming decisions that was different from that applied by all other forces in England and Wales. In November 2012, following clarification from HMIC, the force rightly changed its approach. In addition, no-criming decisions are only made by a small number of trained supervisors working in the IMU.

As part of this inspection, we examined a small sample (58) of no-crime decisions that had been made since Kent Police has implemented these changes. We looked at no-crimes in five categories: burglary, robbery, vehicle crime, violence and rape. In each category, apart from vehicle crime, we scrutinised every no-crime decision that the force had made since 1 January 2013. We chose this date to allow some time for the changes the force had made to bed in.

We found the changes that the force has made have resulted in significantly fewer cases being no-crimed, which is encouraging and to the force's credit. This is borne out by the force's own figures, which are shown in Table 1 below.

	January 2011	January 2012	January 2013
Burglary	22	16	7
Robbery	8	8	2
Violence crime	178	88	42
Rape	18	12	7

Table 1: Number of no-crimes recorded in Kent in four offence categories

Source: Data provided by the force during the inspection.

Although Kent Police is declassifying significantly fewer crimes, of the small proportion that it is still no-criming, we found that the decision to do so was incorrect in over 25% of the cases we reviewed (15 of the 58 cases). Our results are summarised in Table 2 below. Because we only sampled a small number of cases, our results cannot be considered statistically significant and may not be representative of the position across the force as a whole. However, the fact that this inaccuracy was most evident in cases of rape, robbery and violence is of particular concern and is unacceptable.

	Is the decision to No Crime correct?		% correct
	Yes Total	Out of	
Burglary	13	16	81%
Robbery	2	6	33%
Vehicle	5	5	100%
Violence	15	20	75%
Rape	8	11	73%
Total	43	58	74%

Table 2: Results of HMIC no-crime audit 2013

¹⁷ HMIC (2012) *The Crime Scene: Kent Police*. Available from www.hmic.gov.uk

While the force does assess its no-criming decisions as part of its audit programme, it urgently needs to do more to ensure that all its no-criming decisions meet the required standard. It should also put in place better arrangements for checking and evidencing that this is happening (with a concentration on areas of highest risk, such as rape, robbery and violence), so it can assure both itself and the people of Kent that offences are being properly investigated, and crime figures are accurate. The force recognises these concerns and is fully committed to making further improvements.

Solving crimes

In too many cases, crimes are not being resolved in accordance with national requirements and guidance. We found a small number of cases where inappropriate resolution methods had been used to detect some serious crimes. The perpetrators' offending histories are not sufficiently considered in deciding how to deal with crimes and victims are not always informed about how their cases have been resolved. Completion of the paperwork that is required to support some forms of resolution needs to be improved, and officers need to ensure that background checks on subjects are always carried out to ensure the most appropriate form of resolution is used.

There are a number of ways in which crimes can be resolved following investigation. The terms of reference for this inspection stipulated that, in examining Kent's practices around crime resolution, HMIC should focus on:

- charging or summoning the offender to attend court;¹⁸
- police cautions;
- offences that are taken into consideration by the court (TIC);
- penalty notices for disorder (PND); and
- formal warnings for cannabis possession.

Disposals in any of these categories are referred to as sanction detections (i.e. offences that have been detected by way of some form of sanction). All forces in England and Wales provide data on their sanction detection rates (both overall, and for individual offence types) to the Home Office every quarter.

The HOCR and NCRS set out the criteria for when the different types of sanction detection should be used. While Kent Police requires high levels of supervision¹⁹ for some categories, in some cases, particularly in relation to penalty notices for disorder and cannabis warnings, there is a high degree of individual officer discretion in deciding how a crime should be resolved, especially when these are administered on the street.

HMIC was also asked to look at Kent's use of restorative practice. Like many forces, Kent Police uses the principles of restorative justice to resolve some crimes. Dealing with crimes in this way normally involves either some form of reparation by the offender towards the victim, or an action that is likely to help rehabilitate the offender. In Kent, this means of resolving crimes is referred to as restorative practice (RP).

Forces are given considerable flexibility in the ways in which they apply these processes. There is national guidance on the use of RP, but no specific criteria in the HOCR or NCRS about when it should be used. In addition, cases resolved by RP do not form part of the overall sanction detection rate which the force reports to the

¹⁸ Most offences dealt with by way of charge or summons are subject to scrutiny by the Crown Prosecution Service. This means that there is a relatively low risk that crimes will be inappropriately detected by one of these means. For this reason, we did not examine any cases dealt with in this way.

¹⁹ i.e. having a supervisor check the right decision has been made.

Home Office. However, the rate is used internally by the force to help assess how effectively it is solving crime.

A significant number of crimes investigated by the police result neither in a detection nor RP. Kent Police has good processes in place to ensure that these investigations are effectively supervised. This includes appropriate checks and balances to ensure that all lines of enquiry are pursued before an IMU investigator closes the case without it being detected.

Sanction detections

We examined a small sample (approximately 30) of detection files in each of the four categories of sanction detection (cautions, taken into considerations, penalty notices for disorder, and cannabis warnings). For each type of detection, we assessed the extent to which the file complied with all of the HOCR requirements, and with any other national guidance. A summary of our findings is in the table, while each category is then discussed in further detail below.

Category of detection	Number of cases examined	Number of cases compliant with all aspects of national requirements and guidance	Percentage of cases compliant with all aspects of national requirements and guidance
Caution	29	11	38%
Taken into consideration	30	25	83%
Penalty notice for disorder	31	13	42%
Formal warning for cannabis possession	30	0	0%

It should be noted that because we only sampled a small number of cases, our results cannot be considered statistically significant and should not be used to extrapolate performance for the force as a whole.

Cautions

National guidance states that cautions should only be used for single, low-level offences.

We examined 29 caution files, and found that only 11 complied with all of the HOCR requirements and the associated Home Office guidance. Of most concern were two cases in which cautions had been used to detect burglaries of people's homes. Cautions should not be used for this kind of more serious crime.

The most common reason for the cautions we reviewed failing to comply with the guidance was that there was no record on the file of the victim being informed that the case had been dealt with in this way. Another error was the use of cautions to deal with multiple offences. We also found 14 cases where the subject's offending history suggested they were unsuitable to receive a caution.

Taken into considerations

For offences to be taken into consideration, a number of criteria must be met. For example, the suspect must have made a clear and reliable admission to the offence and the victim should be informed that the crime has been detected.

We examined 30 cases of TICs and found that 25 complied with all of the requirements. Three failed to comply because there was no record that the victim had been informed that the crime had been detected in this way. In the other two cases, we could not find evidence of a clear and reliable admission to the specific offence that had been detected.

Penalty notices for disorder

Guidance on PNDs is provided by the Ministry of Justice. This includes the requirement for officers to consider the subject's offending history in deciding whether a PND is appropriate.

We looked at 31 PND files, of which 18 did not comply with all of the requirements. The main reason for non-compliance was that the offender was not a suitable subject for a PND because of his or her offending history (and in some cases, being on bail at the time).

Formal warnings for cannabis possession

The Association of Chief Police Officers (ACPO) has published guidance on the use of formal warnings for cannabis possession. This includes the need to inform the subject of the implications of receiving a warning.²⁰

None of the 30 files we examined in this category complied with this requirement for the subject to be informed of the implications of receiving a warning. Unlike many other forces, the form Kent Police uses to administer cannabis warnings does not include details of these implications. The force should remedy this immediately.

In addition, the forms we examined did not contain the level of detail required by national guidance. For example, most forms:

- did not show if checks had been completed for previous convictions or cannabis warnings; and
- did not give any information as to whether the subject was sober and able to understand the officer's explanation.

Restorative Practices

Finally, we examined a sample of 30 RPs recorded by the force. Because there is no HOOCR requirement for RPs, we assessed how well these files complied with the guidance issued by the ACPO, and with the force's own policy on this subject.

²⁰ For instance, the fact that the warning, while not a criminal record, still needs to be disclosed when applying for some jobs (such as those involving working closely with children).

We found that both offenders and victims were engaged in the RP process, and that RPs were generally administered by trained officers. However, in 11 of the 30 cases it was not clear how the RP outcome constituted either reparation or rehabilitation. Examples included an offender promising not to fight again or never to enter a specific store in the future. We also found poor supervision of RP files; only four of the 30 that we examined had been checked by a supervisor.

Are crimes resolved effectively, and in accordance with national policy and guidance?

In summary, we found a lack of focus on victims in the way in which some crimes were resolved, and a failure to meet national standards or guidelines. In particular, errors related to:

- victims not being informed that the crime had been resolved;
- paperwork often not being completed properly; and
- officers not always carrying out background checks to determine the most appropriate way of dealing with the crime.

The force should ensure that staff are appropriately trained in all means of disposal so that they fully understand the requirements of each, including those relating to victim care, and use them appropriately. Supervision of disposals should be strengthened to ensure consistent standards are applied.

HMIC also found examples where priority had been inappropriately placed on detecting some types of crime in order to meet performance targets. This finding is covered in detail in the next section.

The culture in Kent, and its impact on crime-recording practices

Until recently a target-driven culture had led to some officers in Kent pursuing crimes on the basis of how easy they were to solve, rather than on their seriousness, or their impact on victims or communities. Kent Police recognises this, and is developing an approach which puts greater emphasis on the quality of service to the public, and less on meeting numerical targets. The force is committed to undertaking an assessment of whether its current culture is consistent with this new approach.

An historic culture of chasing targets

In common with other forces, Kent Police has for many years used a series of numerical targets for crime reduction and detection as the primary way of monitoring and managing its performance. Managers have become used to working in this way, with reward and recognition in the force closely linked to performance against these targets.

Officers we spoke to during the inspection were aware of the force's previous focus on improving its overall sanction detection rate. This had often been reinforced by visual displays in police stations, setting out how performance in this area compared to force and local targets. We found some examples of this type of information still on display in the police stations we visited.

HMIC found that this target-driven culture had in the past directly led to some officers in Kent pursuing crimes on the basis of how easy they were to solve, rather than on their seriousness, or their impact on victims or communities. For instance, we found evidence of:

- some officers actively seeking out cannabis users to administer formal warnings; and
- a proactive policing team, set up to tackle burglary, being inappropriately redeployed to deal with cases of shoplifting.

HMIC considers that both these activities were motivated by the desire to meet monthly performance targets around the number of disposals attained.

While such an approach is not unlawful, and does not contravene the letter of the HOCA, it is against the spirit of the rules, which place the needs of victims – not of meeting particular performance targets – at the centre of the crime-recording process. HMIC therefore concludes that there has in the past been an institutional bias in Kent towards chasing numerical targets for solving crime. This has led to some officers focusing on those categories of crime which have the best chance of a quick and easy resolution. As a result, resources have been diverted from tackling other crimes, some of which have far greater impacts on the people and communities in Kent.

Kent Police has already identified this major problem. Following the two internal reviews into the management of detections and the impact of the performance

culture, it has also recognised that aspects of its culture have led to a bias in the way in which officers had approached the resolution of crime, and developed an action plan to address these issues. This plan is being progressed under the leadership of the deputy chief constable. It covers a wide range of issues and is supported by a detailed communications strategy. Much of the plan relates to changes to the way in which the force monitors and manages its performance.

Recent changes to performance management

HMIC found evidence that Kent Police is making a number of changes to the way it monitors and manages performance, as a result of the Chief Constable's determination to cast off the old, target-driven culture. For instance:

- on 19 April 2013, the Chief Constable gave a clear message to staff through his blog on the force intranet that seeking out quick and easy detections needs to stop. Instead, their focus should be on dealing with each crime in the most appropriate way;
- the format and level of the data on crime and detection levels provided to the force's regular performance management meetings,²¹ and to managers on a daily basis, have changed. Rather than presenting the data starkly, based simply on whether the figures for that day are above or below the target, the information is now shown in a more rounded way, based on longer-term trends and indicating whether any fluctuations are in line with those that might reasonably be expected, or if the trend is a significant one that requires intervention;
- the Police and Crime Plan²² includes high-level ambitions to reduce the level of victim-based crime by 8% over its four-year period, and to increase the proportion of all crimes that are resolved to 37%, but these are not underpinned by a series of numerical targets;
- there has been an instruction from the Chief Constable that no member of staff, apart from himself, will be subject to individual numerical targets within their performance and development review (PDR or staff appraisal). Instead, the focus will be on continuous improvement in all aspects of policing;
- during February 2013, the Chief Constable met with every member of staff of sergeant level and above, together with police staff equivalents, to explain the

²¹ Internal scrutiny of performance takes place in a number of ways within Kent. The force performance committee sits every two months. Chaired by the Chief Constable or his deputy, this focuses on force-level performance. The weekly Chief Officers Strategic Meeting (COSM) considers any force-level performance issues by exception. Each of the chief officers then holds regular meetings within their respective areas of responsibility and district-level performance meetings are also held on a regular basis.

²² The Police and Crime Plan sets out the the Commissioner's vision and priorities for policing and community safety from April 2013 – March 2017. Available from <http://www.policeplan.annbarneskentpcc.co.uk/>

new approach. These messages have been reinforced through the Chief Constable's blog on the force intranet; and

- the force has had discussions with other forces that have made or are considering similar changes to their performance arrangements. Visits to some of these forces are planned.

This new approach aims to prevent knee-jerk reactions to minor, short-term changes in performance, and to take a more rounded view of the force's performance.

However, while we did not find evidence of the previous bad practices continuing at the time of inspection, and officers we spoke to understood the Chief Constable's message, the new approach had only just been introduced, and was not yet fully embedded.

For instance, despite strong personal leadership from the Chief Constable, we found mixed levels of understanding (particularly among middle managers) about what the changes would mean for the way in which they were held to account. Some described the situation as being a "hiatus", and felt that there was a lack of clear focus and direction. They were concerned that in these circumstances, some senior managers might revert to the previous way of managing performance, based on numerical targets.

Staff also did not have a consistent understanding of precisely how continuous improvement can be measured. Assessing performance through the use of numerical targets is relatively straightforward, while defining success based on continuous improvement is inevitably more complex. This will be an important issue for the force to address in order to be clear about how success will be judged in the future.

Changes to the organisational culture

As discussed, Kent Police had for many years taken an approach to managing performance that focused on meeting numerical targets. The perception of many staff is that reward and recognition has been based to a significant degree on the achievement of these targets. Changing to a more rounded assessment of performance is, by its very nature, more complex. Although there has been very strong personal leadership by the Chief Constable, Kent Police is a big organisation, spread over a large geographic area, and deals with a wide range of issues. Implementation of the new approach will require the combined effort of leaders across the entire organisation.

The plan in place to change the force's focus away from numerical targets concentrates on developing various products and processes to support a more rounded management of performance. However, it does not include an assessment of any changes that will be needed to the overall culture of the force.

Staff we spoke to during the inspection had very different views on this issue. Some considered that the changes would make very little difference to how the force works, and felt that the current culture is entirely consistent with this new approach. Others (at all levels, from constable to chief officer, as well as police staff) took a different view. They felt that an entirely different type of organisational culture was needed, in which leaders are required to display a much broader range of skills. Many were

nervous about the changes being implemented, and particularly about what would happen if crime rates should start to rise. There was much concern that if this happened, some managers might revert to the old ways, and there would be a shift back to focusing on numerical performance at the expense of delivering the best possible service to victims.

Kent Police recognises the importance of having the right culture to support the changes that it is making. Some important steps have already been taken. For example, the Chief Constable has carried out briefings personally with managers and supervisors and has publicised his mission, values and priorities. The force is committed to undertaking a comprehensive review of whether its culture is consistent with its new approach of promoting continuous improvement in policing.

The force also needs to ensure that it has an effective process in place to monitor the impact of any changes that are made, and to assess whether the anticipated benefits are realised.

Summary of principal issues

1. The force should explore if the reasons for crimes not being recorded correctly are because attending officers give inaccurate accounts of events when they report the circumstances to the IMU, or because IMU investigators fail to ask sufficiently probing questions of attending officers. Having investigated this, the force should then take the action required to address the issue.
2. The force should urgently ensure that all its no-criming decisions meet the required standard. It should also put in place better arrangements for checking and evidencing that this is happening, so it can assure both itself and the people of Kent that offences are being properly investigated, and crime figures are accurate.
3. As a matter of urgency, the force should review its cannabis warning form to ensure that it includes a clear explanation to the offender of the implications of receiving the warning.
4. The force should ensure that staff are adequately trained in the various means of disposal open to them, so that they fully understand the requirements of each, including those relating to victim care, and use them appropriately.
5. Supervision of crime detection and resolution should be strengthened to ensure consistent standards are applied.
6. The force should develop a clear understanding of how continuous improvement will be defined and measured in the future.
7. The force needs to ensure that it has an effective process in place to monitor the impact of any changes that are made to its performance framework, and assess whether the anticipated benefits are delivered.

Annex A: The crime-recording process



Annex B: Glossary

ACPO	Association of Chief Police Officers
HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
IMU	Investigation Management Unit
NCRS	National Crime Recording Standard
PDR	Performance and development review
PND	Penalty notices for disorder
RP	Restorative Practices (also known as restorative justice)
TIC	Taken into consideration. Offences that can be taken into consideration by the court as an alternative to charging the suspect with each separate offence