

## 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 **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 4th February, 2014, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 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 (Chairman)	Kent County Council
Councillor Annabelle Blackmore	Maidstone Borough Council
Councillor Les Wicks	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	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 John Cunningham	Tunbridge Wells Borough Council
Mr Roger Latchford	Co-opted member – Kent County Council
Councillor Gordon Cowan	Co-opted member - Dover District Council
Councillor Ian Chittenden	Co-opted member - Maidstone Borough Council
Councillor Rupert Turpin(Vice-Chairman)	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 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Meeting held on 20 December 2013 (Pages 3 - 8)

### **B - Statutory Reports**

- B1 Draft Police and Crime Plan 2014/15 (Pages 9 - 40)
- B2 Precept Proposal (contained within Item B1)

### **C - Commissioner's reports requested by the Panel**

- C1 Impact of Police Contact Points (Pages 41 - 44)
- C2 Crime Recording in the Force (Pages 45 - 48)
- C3 Stage 2 Transfer Details (Pages 49 - 50)

### **D - Commissioner's Decisions**

- D1 Commissioner's Decisions (Pages 51 - 52)

### **E - For Information**

- E2 Minutes of the Commissioner's Governance Board meeting held on 3 December 2013 (Pages 53 - 62)

### **F - Future Work Programme**

- F1 Future work programme (Pages 63 - 64)

## **EXEMPT ITEMS**

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

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Monday, 27 January 2014**

**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 Council Chamber, Sessions House, County Hall, Maidstone on Friday, 20 December 2013.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr R Turpin (Vice-Chairman), Cllr P Todd, Cllr T Martin, Cllr N Collor (Substitute for Cllr Mrs S Chandler), Cllr Mrs A Blackmore, Cllr L Wicks, Cllr P Fleming, Cllr M Dearden, Cllr K Pugh (Substitute for Mr A H T Bowles), Cllr M Rhodes, Cllr J Cunningham, Mr R A Latchford, OBE and Mr Gurvinder Sandher

ALSO PRESENT: Mrs A Barnes (Kent Police and Crime Commissioner), Mr M Stepney, (Commissioner's Chief of Staff) and Mr S Nolan (Commissioner's Chief Finance Officer), Chief Constable Ian Learmonth and Deputy Chief Constable Alan Pughsley

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

**UNRESTRICTED ITEMS**

**57. Membership Update**

*(Item 2)*

1. The Scrutiny Officer updated Members on the Membership of the Panel.
2. Cllr David Jukes had been replaced by Cllr John Cunningham (Tunbridge Wells Borough Council)
3. At the meeting on 5 November it was agreed that, following the changes in the political makeup of Kent, one Lib Dem seat would be offered to a UKIP Member. Cllr Alex Perkins had resigned from the Panel and Mr Roger Latchford had joined the Panel.

RESOLVED that Members note the membership of the Panel.

**58. Minutes of the Meeting held on 5 November 2013**

*(Item 5)*

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

**59. Commissioner's Decisions (to follow)**

*(Item B1)*

1. The Chairman introduced this item and the excellent work of the Special Constabulary was noted.

RESOLVED that Members note the key decisions taken by the Commissioner in November 2013.

**60. Confirmation Hearing for the Commissioner's Proposed Chief Constable (to follow)**

*(Item C1)*

1. The Chairman reminded Members that this should not be a re-interview of the candidate but it was an opportunity for the Panel to ensure they were satisfied that due process and reasonable judgement was used in making the decision to recommend Mr Pughsley as the new Chief Constable.
2. The Panel was provided with a comprehensive report, which met all the legal requirements for a confirmation hearing. The report set out the Commissioner's proposed job description and person specification for the Chief Constable and explained the recruitment process. The report stated that, at the conclusion of the selection process, the Commissioner proposed to appoint Mr Alan Pughsley and gave reasons for her proposal. The Panel was satisfied that this report provided them with the information set out in Schedule 1(9) of the Police Reform and Social Responsibility Act 2011. The Commissioner's report also provided the Panel with detailed information about the advertisement, shortlisting and selection process and the briefing provided to candidates in advance of the selection. The Commissioner also provided the Panel with a copy of the report by the independent member who had observed and advised on the process in line with the requirements of Home Office Circular 20/2012. The Panel noted the conclusion of the independent member that the selection was fair, transparent and merit-based.
3. The Commissioner explained that she had undertaken a rigorous and transparent process and that Mr Pughsley had fully demonstrated his ability to fulfil the role effectively.
4. The Panel Chairman, who had been invited by the Commissioner to sit as an observer at the final selection process advised the Panel that he felt that the selection process had been fair, objective and transparent.
5. The Panel asked whether the Commissioner had considered including Council Leaders and other partners in the selection process and was advised that invitation had been sent to all Councils to participate in the briefing arrangements. The Commissioner advised the Panel that she intended to undertake a programme of public engagement, with Mr Pughsley in the next 3 months.
6. The Panel sought an assurance from Mr Pughsley that he fully intended to serve for the full 5 year term of his contract, an assurance which Mr Pughsley gave.
7. Panel members expressed some concern at the fact that there were only 3 candidates and that the opportunity to apply had been limited to police officers. The Commissioner explained the extensive efforts she and the Chief Constable had made to invite applications but pointed out that there were large number of recent Chief Constable vacancies and a relatively small pool of potential applicants. The Commissioner explained that, under present rules, only Chief Police Officers who had passed the senior command course were eligible to apply.

8. The Panel asked Mr Pughsley about his commitment to the development and progression of female and Black and Minority Ethnicity (BME) officers and staff. Mr Pughsley gave an assurance of his commitment and drew attention to the increased number of female Superintendents and the appointment of a dedicated diversity officer as evidence of his commitment. The Commissioner pointed out that, as Deputy Chief Constable, Mr Pughsley had personally mentored 8 or 9 women in the force.
9. The Panel expressed some concern at the relatively frequent movement of police officers in senior local roles. Mr Pughsley said that, apart from movement occurring as a result of retirement or promotion, his expectation was that local commanders would serve a minimum of 2 years in post.
10. The Panel asked about Mr Pughsley's role in the Crime recording issue that had been the subject of a recent HMIC report. Mr Pughsley said that as Deputy Chief Constable he held responsibility for the audit of crime recording and that he fully accepted that 90% accuracy was not good enough. He had, at the Chief Constable's request, led the recovery programme after the HMIC report and said that the current crime recording procedures are 96% accurate.
11. The Panel said that the recruitment had been undertaken quickly and asked whether the Commissioner had considered taking longer in order to generate a larger field of applicants. The Commissioner said she had considered an interim appointment for 6 months but had decided that the Force needed continuity at a difficult time and that the recruitment situation was unlikely to be any different in 6 months time.

RESOLVED that the Panel concluded that the Commissioner had undertaken a thorough, objective, fair and transparent recruitment process and unanimously recommended that the Commissioner appoint Mr Pughsley as Chief Constable.

**61. Commissioner's initial thinking in the light of recent published crime data and future police funding (Oral)**  
*(Item C2)*

1. The Commissioner explained the Governance Board, which was the formal procedure for holding the Chief Constable to account and there was a standing invitation to Panel members to attend. These were meetings open to the public with a standing item around performance. The Chief Constable was required to explain five things: what were the performance figures? how were they made up? what caused the dips and any improvements? if there were dips what the force was doing and what was the impact and expectations of future performance? The Chairman had requested that this item be placed on the agenda to give Members the opportunity to discuss and understand the recent coverage.
2. There had been an increase in recorded crime in Kent of 9% between April – October 2013, which the Commissioner said was in part due to more accurate crime recording, particularly since the publication of the HMIC report, the findings of which were now being applied to other Police Forces.
3. The Chairman asked how crime figures would be kept down bearing in mind the financial constraints facing the Force. The Commissioner explained that following

the first budget reductions arising from the Comprehensive Spending review there had been significant officer and staff reductions within the Force. Further grant reductions were expected in 2015/16 and onwards and the Commissioner's Office had recently held a partners conference to seek views on how further reductions could be managed. At the conference, community policing continued to be a priority to the people of Kent.

4. The Chairman explained that through the new ways of working programme the County Council was looking at every single service to determine how else they could be delivered; this included the possibility of outsourcing. He asked the Commissioner to consider outsourcing back office functions. The Commissioner stated that her views on privatisation and outsourcing remain the same as those expressed in previous discussions and that she did not support the privatisation of Kent Police. The Commissioner updated that an innovation day conference would be hosted, which aimed to harness the expertise of the private sector to enable staff to be more efficient and to support better use of technology. The Commissioner also confirmed that every budget heading and every way of working would be looked at but outsourcing and privatisation were an absolute last resort, along with losing Police Officers.
5. Another Member confirmed that there were efficiencies in outsourcing back office functions. In response to a question around public satisfaction the Commissioner explained that overall satisfaction rates had remained broadly stable, However victims of crime still felt that they were not being informed, so a new system had been set up to tackle this, 'Track my Crime'. This was due to be launched in April 2014.
6. A member raised the use of the precept and government grants for the recruitment of police officers. The Commissioner raised that there may be flexibility on the precept, as at the moment there was a 2% cap but a decision was expected later in the month as to the cap level. It would be difficult to go over the cap, as there would have to be a referendum if it did. A referendum would cost about £2.5 m and it would need to be proposed in February but couldn't be run until May. The Commissioner also commented that it would not be possible to canvass on why an increase in council tax was being proposed.
7. A Member queried the feasibility of charging late night establishments for a contribution to policing and should this be something that the district and boroughs should consider. The Commissioner explained that this was done in Newcastle, with 70% of the levy going to policing and a 30% to the local authority. The Commissioner said that for places like Newcastle, with a high concentration of establishments, it was easier. It would be difficult to apply a blanket approach to late night establishments but this was not within the Commissioner's remit.
8. It was considered by members that there might be an under reporting of certain crimes such as cyber crimes, bullying and fraud. The Commissioner explained that there was a South East regional response team targeting specific crimes. The Commissioner referred to her Youth Commissioner, who, when appointed, would work with schools to help address some of these issues.
9. There was a discussion around increasing joint working. For example, a member suggested that local authorities employed enforcement officers and it was important to look at any opportunity for enhanced powers. The Commissioner

explained that the Police Community Support Officer powers were reviewed on a regular basis by the Chief Constable, and a piece of work was underway between the Force and local authorities.

RESOLVED that Members note the comments made around the published crime data and future police funding and look forward to receiving the Police and Crime Plan during February 2014.

## **62. Future work programme**

*(Item D1)*

1. The Chairman confirmed that the meeting planned for 8 April 2014 would be an informal away day for the Panel, Commissioner's Office and the Police.

RESOLVED that Members note the Future Work Programme.

At the conclusion of the meeting the Chairman thanked the Chief Constable for his work within Kent. The Chairman said he had been impressed with Mr Learmonth's clarity of purpose and his straightforward and direct approach. He had been easy to engage with and successful in his work with partners, particularly in Essex and had worked for the best interests of the people in Kent. The Panel joined the Chairman in thanking Mr Learmonth for all he had done for Kent Police and Kent County and offered him their best wishes for the future.

Mr Learmonth returned his thanks to the Panel and confirmed that they had an excellent new Chief Constable in Mr Pughsley.

This page is intentionally left blank



From: Ann Barnes, Kent Police and Crime Commissioner  
 To: Kent and Medway Police and Crime Panel  
 Subject: Draft Refreshed Police & Crime Plan for 2014/15 and Precept Proposal

**Summary:** This paper aims to provide an overview of the process for refreshing the Police & Crime Plan, the consultation responses and the revisions made. In addition, this paper provides details of the proposed precept, budget and medium term plan and community safety grants.

**Background:**

1. The Police Reform & Social Responsibility Act 2011 sets out the requirement for Police & Crime Commissioners to formulate a Police & Crime Plan which covers their term of office. The Police and Crime Plan must include the following information:
  - The police and crime objectives to be delivered;
  - The policing that the Chief Constable should provide;
  - The financial and other resources to be provided to the Chief Constable to exercise their functions;
  - The means by which the Chief Constable will be held to account for the provision of policing;
  - The crime and disorder reduction grants that will be made.
2. Police & Crime Commissioners are required to keep the Police & Crime Plan under review. In particular the plan should be reviewed in light of recommendations made by the Police & Crime Panel or as a result of any changes made to the Strategic Policing Requirement.
3. The Police Reform and Social Responsibility Act 2011 also sets out the requirement for a copy of the draft plan to be sent to the Police & Crime Panel, who can make recommendations on the draft.
4. Police & Crime Commissioners are required to notify the Police & Crime Panel of the precept which is proposed to be issued for the financial year. The Panel, having reviewed the proposed precept may veto the proposal.

**Plan Refresh:**

5. The current Plan makes a commitment for an annual review / refresh to be undertaken. This allows for national policy changes, Panel recommendations, changes in local priorities and new financial plans to be taken into consideration and for appropriate adjustments to be made.
6. The review will not result in a fundamental altering of the plan, as this reflects statutory requirements and ambitions to be achieved during the term of office. The intention is to ensure that the focus of the plan is current and that the priorities reflect the needs and views of stakeholders and the public.

**The Refresh Process:**

7. There is a commitment to encourage feedback opportunities for communities and partner agencies as a means to improve and develop service delivery. Therefore, an extensive consultation process has been undertaken on this refresh of the Police & Crime Plan. This

refresh has also taken into consideration the feedback received through public engagement and correspondence received.

8. On 22 November 2013 a letter was sent to stakeholders explaining the refresh process and asking for views on the current plan, with the closing date for responses set for 20 December 2013. To assist with responses the following set of questions were provided:
  - What priorities have been identified within local strategic or needs assessments and how do these relate to existing priorities in the Police & Crime Plan?
  - Are there any significant national policy changes within policing, criminal justice or community safety that need to be considered when refreshing the plan?
  - Of the existing priorities within the Police & Crime Plan, which ones would you consider require more or less emphasis?
  - Are there areas of work not currently included within the Police & Crime Plan that are linked to policing, criminal justice and community safety that need to be considered for inclusion?
9. As a result of the responses received, a review of statutory responsibilities, local priorities and national policy changes a refreshed version of the Kent Police & Crime Plan was sent out for views on 16 January 2014, with a closing date for responses of 23 January 2014. This closing date was set to allow for the responses to be collated for a final draft to be presented to the Police & Crime Panel.
10. The consultations were sent to over 6,000 stakeholders, including voluntary groups, rural partners, Community Safety Partnerships (CSPs), businesses and members of the public. In addition to this it was circulated to
  - 6,000 twitter followers;
  - User Satisfaction Survey participants – A telephone survey of victims of crime (burglary, violent, vehicle crime and racist incidents) which reaches around 3,000 people across the county;
  - Victims and witnesses of anti-social Behaviour – Phone survey providing quantitative data from about 1,000 participants on their levels of satisfaction;
  - Kent Crime and Victimisation Survey participants - This is a random telephone survey of approximately 3,000 residents;
  - Citizens' Panel and Youth Panel - The Kent Police Citizens' Panel is a pool of approximately 700 residents and the Youth Panel is a pool of approximately 200 young people aged 11-17.

### **Key Changes in the Refreshed Police & Crime Plan:**

11. This process has focused on refreshing the contents of the plan rather than undertaking a major re-write. As a result the overarching themes remain the same. As this is both a public-facing plan and a document used to set the direction policing, and crime and disorder reduction, a balance between the needs of both audiences must be provided. As a result, the structural layout has been refreshed to ensure the contents are streamlined and duplication is removed. A copy of the refreshed Police and Crime Plan can be found in Appendix A.
12. An important and fundamental change to the refreshed plan is that the performance measures and targets have been removed. The HMIC inspection of crime-recording in Kent Police identified a target based culture within the force. Whilst the force has taken positive action to address the HMIC's findings there is a continued commitment to move away from a target-based culture. As a result the numeric targets from the original Police and Crime Plan have been removed and the focus will instead be on continuous improvement and innovation.

13. The Governance section within the plan sets out how Kent Police will be held to account for the delivery of policing and the priorities contained within the plan. There a set of governance arrangements in place to do this including a public Governance Board. Beneath the Governance Board are a number of forums that allows for scrutiny of how Kent Police are delivering against the Police and Crime Plan.
14. In the original Police and Crime Plan the partnership objectives were separated from the policing and community safety objectives. In the refreshed plan these have now been incorporated within the refreshed policing and crime & disorder reduction objectives. This amendment has been made to demonstrate the value and importance of collaborative working across agencies. The priorities in the refreshed plan are now,
  - Cut crime and catch criminals
  - Ensure visible community policing is at the heart of policing in Kent Police
  - Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
  - Put victims and witnesses at the heart of processes
  - Protect the public from serious harm
  - Deliver value for money
  - Meet national commitments for policing
15. The Ministry of Justice will be devolving the funding for victims' support services from October 2014, which is a new area of responsibility. The refreshed plan reflects this responsibility and also the ambition to deliver a Victims' Centre, which will provide an integrated service for victims.
16. The refreshed Police & Crime Plan includes a section on delivery principles, which highlight the core principles for delivery of the Police and Crime Plan. These include sections of transparency and openness, public engagement and partnership working.

### **Policing Precept Proposal:**

17. Subject to confirmation of referendum rules a policing precept of £144.27 for a Band D property is proposed. This represents an increase of 2% or 5.4 pence per week on last year's precept but the proposal at this stage needs to be understood to mean that the precise precept level would be reduced if the referendum rules set a trigger less than 2% and would increase if the final rules allowed an increase beyond 2% without triggering a referendum.
18. As it stands, a 2% increase in precept would be consistent with the precept increase intentions for each of the four years of Office set out in the first Police and Crime Plan. While it is fully recognised that any cost increase is a pressure for tax-payers, a sensible balance between those tensions and the savings pressures from further new grant cuts facing the Force needs to be determined. Extensive consultation with residents and partners in recent months confirms that the clear majority of respondents would be willing to increase Council Tax by more than 2%, as long as that did not trigger the major costs of running a formal referendum.
19. At a 2% increase, Kent's precept will still be approximately £24.50 or 15% less than the national average policing precept. In Kent's case, each 1% increase in the precept generates £0.8m per annum and thus a 2% increase generates some £1.6m of additional income that would otherwise have to be found as additional savings in the face of grants cuts and inflationary pressures.

### **Budget and Medium Term Plan Supporting Information:**

20. In response to the current round of grant cuts, the Force has already delivered a new policing model as well as other savings, totalling approximately £50m to date. As part of that they have already delivered the savings required for 2014/15. Looking to the future, however, the Government has

announced a further round of grant cuts for 2015/16 which, alongside other estimated spending pressures, implies further savings of approximately £20million in 2015/16. Looking even further into the future, we estimate that a similar grant cut in the following year (2016/17) could require further savings of up to £15m.

21. To assist the Panel and for information Appendix B is the Chief Finance Officer's Budget Statement, with additional technical supporting annexes as follows:
  - Summary Medium Term Financial Plan (Revenue)
  - Statement of Reserves (Revenue).
22. In respect of the statement of reserves, the advice of my Chief Finance Officer is to maintain the classification of ear-marked reserves into three categories: 'supporting change', 'risk management' and available for 'policy initiatives'. They have been updated to reflect the final account for 2012/13. The 'policy initiatives' category has enabled the provision of one-off investment and support for Neighbourhood Watch, Specials, and other initiatives during 2013/14. It will allow scope for further opportunities in 2014/15 and future years. In respect of general, (non-earmarked) reserves, this is being maintained at the prudent level of 2% of the budget; as supported by the external auditor.
23. In respect of capital investment, £13m of resources will be allocated for 2014/15, £5m of which to be ear-marked for innovation, and £8m thereafter for normal purposes. These are provisional allocations as the Chief Constable will be asked to review all bids to ensure the Force are maximising the opportunities that innovation and new technology can bring to ensure efficiency and effectiveness in the face of grant cuts and consequent savings requirements.

#### **Community Safety Grants – Working With Partners:**

24. Working with partners to reduce crime and anti-social behaviour is vital. For 2014/15, all former specific grants received for community safety have been subsumed into the general policing grant. For 2014/15, this general grant, now including community safety funding has, been reduced in cash terms by 4.8% (equivalent to a 6.8% real reduction). This is after the withdrawal of the limited one-off support totalling some £162,000 provided in 2013/14. Further cash cuts are assumed in the general grant funding of 3.5% in 2015/16 and beyond 2016/17. Overall, the aim is to allocate all the community safety funding received in the future.
25. Three key principles have been adopted to support the allocation of community safety funding:
  - All spend plans must help deliver the key priorities set out in my Police and Crime Plan;
  - Secondly, work with key existing partners where possible, with proportionate governance arrangements for the grants given, but services will be directly commissioned if that proves more effective;
  - Thirdly, provide as much medium term certainty as possible in the allocations given to partners but recognising the reducing funding anticipated over the next three years.
26. With those various factors and drivers in place, the proposed allocations are set out at the end of the Police and Crime Plan. Specific allocations for each of the next three years are set out and providing there is no significant worsening in the actual funding position in those years, the proposed allocations will be honoured. Conversely, if the actual funding position turns out to be more positive over the medium term, community safety spend will be increased accordingly.
27. Subject to reflecting the reductions for assumed future grant cuts, the allocations to Community Safety Partnerships are otherwise protected; as are awards to Drug and Alcohol Action Teams and Youth Offending Teams. All this assumes existing other funding partners do not reduce their own respective contributions excessively in the future. A number of other existing recipients are similarly treated. However, in some areas allocations have been reduced, withdrawn or not yet specifically

allocated to a named organisation. In some cases funding decisions are shown as provisional pending confirmation of conditions and/or clarity about future specific spend purpose.

28. Funding has also been allocated for new initiatives, but largely from using additional one-off resources. New initiatives include: a new Commissioner's Fund, administered by the Kent Peoples' Trust, for the award of grants to small organisations; funding to support the operation of the new Sexual Assault Referral Centre in the county; a new fund for existing partners to bid into for additional one-off resources; and new resources to establish a new commissioning framework to support children of victims of domestic abuse.

This page is intentionally left blank

**Appendix A**

**DRAFT REFRESHED**  
**POLICE AND CRIME PLAN**

April 2013 – March 2017

Final Version for the Police & Crime Panel on 4 February 2014

# CONTENTS

1. Introduction
    - 1.1 My election promises
    - 1.2 My role
    - 1.3 The Police and Crime Plan
  2. Governance
    - 2.1 Holding Kent Police to Account
    - 2.2 The Kent & Medway Police & Crime Panel
    - 2.3 Legal Requirements and Considerations
  3. Strategic Vision for Policing and Crime & Disorder Reduction
  4. Policing and Crime & Disorder Reduction Priorities
    - 4.1 Cut crime and catch criminals
    - 4.2 Ensure visible community policing is at the heart of policing in Kent
    - 4.3 Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
    - 4.4 Put victims and witnesses at the heart of processes
    - 4.5 Protect the public from serious harm
    - 4.6 Deliver value for money
    - 4.7 Meet national commitments for policing
  5. Delivery Principles
    - 5.1 Transparency and openness
    - 5.2 Public engagement
    - 5.3 Partnership working
    - 5.4 Review and Annual Report
  6. Finance and Medium Term Budget Challenge
    - 6.1 Kent Police Funding: The current situation
    - 6.2 Further grant cuts on the horizon
    - 6.3 My Council Tax plans
    - 6.4 My Policing Budget for 2014/15
    - 6.5 Coping with new savings requirements – working with partners
    - 6.6 Other spending plans
    - 6.7 My Community Safety Funding Plans – working with partners
- Appendix One: Community Safety Fund Allocations



# 1. Introduction

During my campaign to be elected as Kent's first Police and Crime Commissioner I made promises to the people of Kent, promises that I have delivered on, such as giving you greater opportunities to have your say, and others that I will continue to fulfil. I believe that trust in public figures is paramount. Those in public life who fail to keep their promises lose people's trust, and trust is hard to regain once lost.

This plan is a 'refresh' of my first Police and Crime Plan and seeks to provide a more refined summary of my priorities; for example the 'Partnership Objectives' in the first plan have been incorporated into 'Policing and Crime & Disorder Reduction' to demonstrate the value and importance of collaborative working across agencies.

Most importantly, it has been refreshed with your input. I have spent the year listening to you, visiting hundreds of towns, villages and hamlets across Kent and managing over 7000 pieces of correspondence. I want you to know that I have listened to everything you've told me and done my best to incorporate your views and ideas into this refreshed plan.

As your elected representative my number one priority is to reflect your views in all that I do on your behalf. There is no better example of this than my commissioning of Her Majesty's Inspectorate of Constabulary to carry out an inspection of the force's crime recording practices and culture. Whilst the results made uncomfortable reading, I felt it vital to be as independent, open and transparent as possible. Openness can build people's trust in their local force, making it a truly public-facing organisation. The people of Kent also want me to keep local visible community policing and to make sure Kent is not being disproportionately disadvantaged as a result of the government's funding cuts. On the other hand my 'holding to account' function means that I have to insist that the Force faces up to news, both good and bad, on how it is performing.

Within this Police and Crime Plan I will be taking a new approach to accountability and have removed the high-level strategic targets, in order to move away from the target-based culture of the past. There will be no in-year numeric targets and I will focus instead on encouraging continuous improvements and innovation to meet the financial challenges ahead. Similarly, this plan has a strong focus on partnerships. In Kent we are fortunate to have effective criminal justice and Community Safety Partnerships that work together to reduce crime and anti-social behaviour. However, there is always more that can be done to address criminality, and in my book, even one victim of crime is a victim too many.

Our policing service is vital in protecting communities from harm and I am committed to ensuring that services which matter, such as local visible community policing, continue to be at the heart of the police service in Kent. Within my role I remain committed to being visible and accessible. Your crime and community safety problems are my problems and I will work with you and others to address them.

My first Police and Crime Plan was based on the promises I made to you. This refreshed Plan builds on these promises and sets out my vision as the Kent Police and Crime Commissioner. It also describes how I will work with others to make sure that this vision, and the promises I have made to you, are delivered.

*Very best wishes*

*Ann*

Ann Barnes, Your Police and Crime Commissioner

## **1.1 My Election Promises:**

During my election campaign I made a number of specific promises and these are core to this Police and Crime Plan.

1. Cutting crime and boosting visible policing
2. Fighting Government cuts
3. Giving you a greater say in policing
4. Putting victims at the heart of the Police and criminal justice system
5. Youth Commissioner
6. New Mobile Police Stations
7. Meet the Commissioner events

## **1.2 My role:**

This Plan reflects my role and responsibilities as Commissioner, which include:

- Setting the strategic direction and objectives for Kent Police
- Ensuring that Kent Police is efficient and effective
- Setting the Force budget and the policing element of Council Tax (police precept)
- Consulting and engaging with the public and specifically with victims of crime
- Holding the Chief Constable to account for the delivery of police and crime priorities
- Working in partnership with community safety and criminal justice agencies to deliver efficient and effective services
- Awarding community safety funding and other grants
- Dealing with complaints and other disciplinary matters regarding the Chief Constable
- Appointing and, if necessary, dismissing the Chief Constable
- Providing information to the public.

## 1.3 The Police and Crime Plan

This refreshed Police and Crime Plan is a **high level strategic plan**, which sets out my vision and priorities for policing and crime & disorder reduction for the period 1 April 2013 – 31 March 2017.

In refreshing this plan, I have considered the impact of the budget reductions facing the Police and other public sector agencies. Over two thirds of our funding depends upon government grant, which will be further cut over the period of this plan. As the future financial picture for policing in Kent is uncertain it may mean some difficult decisions will need to be taken about how policing is delivered and a potential for the priorities in this plan to be revisited. I am, however, committed to local visible community policing at the heart of our policing model.

In refreshing this plan, I have also considered that the police deal with more than just crime. Of all incidents reported to the police last year, crime represented only 25% (January – December 2013). The other responsibilities include dealing with prevention, missing persons, road traffic collisions and welfare concerns that are critical services provided by the police to make our communities safer. This Plan therefore sets out how Kent Police and others can work together to deliver excellent policing, and crime and disorder reduction, in our communities.

The Chief Constable has a duty to deliver against this Police and Crime Plan and I will hold him to account for this on your behalf. The Chief Constable has complete operational independence over how policing is delivered. Nothing in this Plan seeks to restrict this.

## **2. Governance**

### **2.1 Holding Kent Police to Account**

As Police and Crime Commissioner I have a number of powers to hold Kent Police to account on your behalf. I recognise that it is important for police accountability arrangements to be visible to the public, and for policing to be more responsive to local communities. I want your voice to be heard on how policing is delivered and I am your representative to ensure this happens.

To exercise my powers and duties to hold Kent Police to account, a set of governance arrangements have been established. These include:

- A public Governance Board held every other month at which I will hold the Chief Constable to account for the delivery of policing, and for the performance of the force. This is an open and public meeting and I encourage all to attend;
- Sitting under the Governance Board is a number of other forums that allow me to robustly scrutinise how Kent Police is delivering this Plan. These forums cover areas such as Finance, Human Resources, Performance, Complaints and Conduct;
- A joint Audit Committee looks at financial and risk management and internal controls;
- I have weekly one-to-one meetings with the Chief Constable to discuss policing issues as well as regular informal contact.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced. These ICVs fulfil an important role in reassuring the public that the police are fulfilling their duty to protect people detained in their custody from harm.

In addition to the above, I receive regular management reports which include information on performance, complaints, finance, equality and diversity, human resources and safeguarding children. Kent and Essex Police also share a number of operational and non-operational resources and appropriate governance arrangements are in place, such as the Kent & Essex Collaboration Board, to oversee these shared resources.

In specific circumstances, where there are matters of significant public interest, I will also use other methods of holding to account, including:

- Writing 'open letters' to the Chief Constable which require a public response;
- Holding Commissioner Inquiries into matters of interest, at which the Chief Constable will give evidence;
- Calling upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to produce reports on Kent Police on my behalf.

### **2.2 The Kent and Medway Police and Crime Panel**

As Police and Crime Commissioner, my actions and decisions are scrutinised by the Police and Crime Panel, made up of representatives from local councils and independent members. This Panel

provides checks and balances on the powers granted to me by the Police Reform and Social Responsibility Act 2011. The Panel has a duty to both support and challenge me in my role. We have had a positive and productive first year and I am committed to working together to provide the best possible outcomes for the people of Kent.

## **2.3 Legal Requirements and Considerations when developing the Police and Crime Plan**

There are a number of factors and legal requirements I need to take into consideration when developing my Police and Crime Plan. Examples of these include:

- Force Strategic Assessment: an intelligence-led assessment by Kent Police of what is expected to happen over the next 12 months. In particular, it sets out threats and opportunities around crime and anti-social behaviour.
- Strategic Policing Requirement: sets out the Home Secretary's view of the national threats that the Police must address, and the capacity and capability police forces must have available to deliver this requirement.
- Views of other partners and stakeholders: the police cannot reduce crime and anti-social behaviour alone and there are many partners and stakeholders who deliver these responsibilities.
- My Election Promises are central to this Police and Crime Plan.
- Public and Victim Consultation: asking the public and specifically victims about their expectations and experiences is at the heart of my approach.
- Views of the Chief Constable: the Chief Constable is responsible for delivering against this Plan, and I have therefore consulted with him on its development.
- Police and Crime Panel: the Panel has powers and duties to scrutinise my decisions and to check I have achieved my aims.
- Medium Term Financial Plan: recognises the potential impact of Government grant cuts.
- Partnership Priorities: I recognise the value of partnership working and have considered their priorities in developing this plan, in particular those of the District Community Safety Partnerships (CSPs), Kent Community Safety Partnership, Medway Community Safety Partnership, Kent & Medway Strategic Plan for Reducing Re-offending and the Kent Criminal Justice Board.

### **3 Strategic Vision for Policing and Crime & Disorder Reduction**

The Chief Constable, Alan Pughsley, and I are committed to working together to secure the best possible outcomes for policing and reducing crime and disorder for the people of Kent. We have therefore developed a joint vision for policing in this county which considers partnership working, places victims first, focuses on reducing crime and anti-social behaviour as well as protecting the public from harm.

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

In order to achieve this vision, this Plan's strategic priorities are to:

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

### **4 Policing and Crime & Disorder Reduction Priorities**

#### **4.1 Cut crime and catch criminals**

This priority includes anti-social behaviour (ASB) because for me, it is every bit as important as crime. Anti-Social Behaviour can significantly affect the quality of life of individuals and communities and should always be treated seriously.

To deliver this priority I will look to Kent Police and/or partners to:

- Use innovative technology to ensure that data can be used to identify trends and emerging areas, which will improve joined up working and ensure the appropriate targeting of resources
- Focus on reducing crime that causes the greatest harm to the public
- Target resources effectively to tackle both the supply of and demand for illegal drugs
- Ensure a focused and joined up approach to tackling night time economy related crime and anti-social behaviour to support safer socialising
- Tackle youth crime and youth victimisation, focusing on improving the education and life chances of young people to divert them away from patterns of anti-social behaviour and crime
- Recognise the specific concerns of rural communities when deploying resources

- Work with the business community to reduce the volume and impact of retail crime
- Agree a partnership strategy and protocols for dealing with anti-social behaviour which enables a seamless service for victims.

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

Visible community policing is the bedrock of policing in the county, and I am committed to finding new ways of keeping as many police officers and Police Community Support Officers (PCSOs) in our neighbourhoods and communities of Kent. Whilst the satisfaction of victims with the service they receive from Kent Police is high, there is more that the police can do to improve engagement with communities. Therefore, I will maintain a relentless focus on ensuring that the police are responsive to your priorities and address the issues that matter to you most.

To deliver against this priority I will look to Kent Police and/or partners to:

- Increase the proportion of time officers spend on frontline activities, particularly those that are visible and accessible to the community
- Continue to recognise Police Community Support Officers (PCSOs), Special Constables and Police volunteers as an important part of the policing family and in particular highlight their valuable contribution in making Kent safe
- Continue to engage and recognise the role of other community resources such as Community Wardens and Neighbourhood Watch Schemes
- Increase the satisfaction of communities by maintaining a quality local policing service, through the delivery of high service standards, conduct and behaviour in every interaction with the public
- Make appropriate alternative accessibility arrangements before any police station closure decisions are taken
- To treat all individuals and communities fairly and with respect
- Be relied upon to be there when needed (whilst recognising geography) by attending calls for service promptly across the entire county
- Understand the benefits of a joint programme of community engagement and encourage the development of such a programme
- Develop improved ways of working with partners, such as information sharing and clearly defined roles and responsibilities to enable more effective targeting of activity, joint problem solving and seamless service delivery
- Ensure that there is an effective and timely response to complaints made against Kent Police.

#### **4.3 Prevent crime, anti-social behaviour and reduce repeat victimisation and offending**

The Police cannot reduce crime alone, and preventative work is the key to ensuring that long term reductions in crime and anti-social behaviour are sustained. I will work closely with partner

agencies to tackle the root causes of crime and anti-social behaviour. In particular, I will work closely with Community Safety Partnerships who do excellent work to understand and address local crime and anti-social behaviour issues.

To deliver this priority I will look to Kent Police and/or partners to:

- Implement strategies that prevent repeat offending and victimisation
- Engage with the Transforming Rehabilitation Programme, ensuring that Kent's priorities are known and understood
- Ensure there are robust processes in place to identify and manage repeat and vulnerable victims of anti-social behaviour
- Improve the health and well-being of our communities, particularly tackling mental illness
- Provide preventative information and advice on how to avoid becoming a victim of crime or anti-social behaviour
- Develop more positive activities for young people to engage in within communities
- Support the work of the Kent Troubled Families Programme and Medway Action for Families
- Support delivery of Integrated Offender Management and ensure that the root causes of offending are identified and tackled such as lack of education, training and employment and stable accommodation
- Ensure that drug and alcohol interventions programmes are effective and targeted appropriately
- Support partnership approaches and ensure good practice can be spread across the county.

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

I will make sure that the policing service in Kent is focussed on the victim in everything it does, and puts people before process. Victims should feel satisfied with the policing service they receive and should expect that the crime and anti-social behaviour they report is dealt with efficiently and effectively.

From October 2014 Police & Crime Commissioners will have responsibility for the commissioning of victim support services. The devolution of funding from the Ministry of Justice will enable me to tailor services to meet the specific needs of Kent's victims.

To deliver against this priority I will look to Kent Police and/or partners to:

- Deliver a victims' centre, which will provide an integrated service for victims, according to individual needs
- Use victim-survey results and public consultation to ensure that the entire organisation puts the victim first and provides a high quality service to those who report crime and anti-social behaviour



- Focus on resolving crime and anti-social behaviour so that when a crime is reported victims feel they have had a quality service from the Force
- Provide an effective service to support those who have suffered domestic abuse, particularly those who are vulnerable or nervous of the criminal justice system
- Support victims and witnesses through the criminal justice system to reduce the number of collapsed trials and increase the number of successful convictions
- Regularly update victims on progress in dealing with the crime and anti-social behaviour they have reported
- Use Restorative Practices, with the consent of both the victim and offender, to support the victim in coming to terms with the crime and for the offender to understand the impact of their actions
- Meet the standards set out in the national Code of Practice for the Victims of Crime and Witness Charter as well as Victim Support's 'Five Promises to Victims and Witnesses'
- Work together to improve the services offered to victims of sexual assault, particularly through enhancing the provision of Sexual Assault Referral Centres (SARCs).

#### **4.5 Protect the public from serious harm**

I recognise the need to balance the delivery of local, visible community policing with effective services to protect the public from serious harm. Policing activity to manage this work is often invisible but the impact of these crimes can cause serious harm to individuals and communities. For example hate crime can not only be distressing for the victim, as it is motivated by prejudice or hostility for who they are or who the perpetrator believes they are, but it can also impact on the wellbeing of communities.

To deliver against this priority I will look to Kent Police and/or partners to:

- Disrupt and dismantle those serious and organised crime groups that have the potential to cause most harm to communities in Kent
- Continue to work with partners to prevent violent extremism and radicalisation in our communities through the PREVENT programme
- Undertake both enforcement and preventative activity to improve road safety and reduce the number of those killed or seriously injured on Kent's roads, particularly through the Kent and Medway Casualty Reduction Partnership
- Support and protect victims from domestic abuse through effective partnership arrangements such as the Domestic Abuse One Stop Shops. In particular, to scope existing good practice and develop a support programme for the children of victims of domestic abuse
- Bring offenders of serious violent crime and sexual offences to justice through robust investigative processes
- Provide an effective response to reports of missing people, and work with partners to ensure that the root causes of disappearance are addressed

- Encourage better awareness, reporting, and investigation of all forms of hate crime.
- Ensure that there are effective joined-up arrangements for the safeguarding of children and protection of vulnerable adults through the Safeguarding Children Boards and the Safeguarding Vulnerable Adults Board.
- Recognise the issues associated with human trafficking and work together to identify and address it.

#### **4.6 Deliver value for money**

To deliver the best possible service in the county, it is essential that Kent Police is as efficient and effective as possible. My promise to the people of Kent was that I would not privatise Kent Police and I stand by this promise. However, this does not mean that we cannot work closely with the private and third sectors to develop innovative and fresh thinking to improve service delivery. This focus on innovation and continuous improvement will be essential if we are to minimise the impact of grant cuts on frontline policing.

To deliver against this priority I will expect Kent Police to:

- Make the best use of its resources by focussing on efficiency and productivity, for example, investing in new technology, innovation and other invest-to-save opportunities that will improve efficiency and effectiveness
- Meet the savings target required in each and every year of this four-year plan
- Implement financial processes and regulations that provide financial reassurance and meet audit requirements
- Continue to collaborate with Essex Police to identify savings and efficiencies while also exploring other collaboration opportunities that could enhance efficiency and effectiveness
- Reduce bureaucracy and streamline processes that prevent officers from engaging in value-adding activities such as visible patrol, crime investigation and community engagement
- Remain a cost-effective force relative to other forces in England and Wales as demonstrated through Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles.

#### **4.7 Meet national commitments for policing**

All police forces nationally need to work together, particularly at times of high demand or threat, to share and pool resources across police borders. These responsibilities are set out in the national Strategic Policing Requirement. When allocating resources to the Chief Constable I have ensured that sufficient resources are available in Kent to meet these important responsibilities. In addition the Police will work with the other Emergency Services to respond to major or complex incidents and an example of this is the Joint Emergency Services Interoperability Programme (JESIP), which is focused on providing an effective and co-ordinated response.

To deliver against this priority I will ensure that Kent Police:

- Has the capability and capacity to respond to national threats; and

- Makes the appropriate contribution to resourcing national threats in partnership with other forces.

## **5 Delivery Principles**

### **5.1 Transparency and Openness**

As Police & Crime Commissioner I am committed to being open, honest and transparent in all I do and will ensure the highest possible standards of transparency and openness are adhered to by Kent Police. My approach to transparency will ensure that the public of Kent are provided with the information required to ensure that my decisions are accountable and follow good governance principles. My office will ensure that the information I am required to publish is done so quickly and can be easily found on my website.

I will always be open and transparent in the decisions that I make on behalf of the people of Kent. It's important that the public can clearly see that I am holding Kent Police to account on their behalf and how I am doing this.

I will also ensure that Kent Police adhere to the highest possible standards of transparency and openness, as I firmly believe this will support the building of trust in the service delivered by Kent Police.

### **5.2 Public Engagement**

I believe that good public engagement will improve the quality of the decisions I make as they will be based on a diverse knowledge of the issues that matter to communities and individuals.

I have developed an extensive public engagement programme to ensure you can have your say in how your street and your community are policed. I will be out and about in my community bus, speaking and listening to the public about their policing issues. I will ensure I respond quickly and effectively to community issues and will create mechanisms such as Meet the Commissioner and local Surgeries to allow communities to put their views forward and will ensure that the police are dealing with the things that matter to you most.

### **5.3 Partnership Working**

One of the core principles underpinning this Police and Crime Plan is the value of partnership working and the recognition that crime and anti-social behaviour reduction cannot be delivered by the Police alone. For communities and victims, it does not matter which agency is responsible for the issues they face; what they care about is whether or not the issue is being resolved.

To ensure the involvement of partners in supporting delivery of this plan, it is vital that I and the Force continue to actively participate and have an influencing role with the relevant partnership structures. As a result, I will work, and expect the Police to work, closely with partners, community and other groups to eradicate 'silo working' so that the community safety and criminal justice system provides a seamless service to victims and witnesses in Kent. This will allow for effective joint working and identification of opportunities so that Kent is a safe place for people to live, work and visit.

I recognise the excellent work undertaken by existing partnerships in Kent, such as the Community Safety Partnerships. I intend to work closely with these existing partnerships to ensure this excellent work continues but to also look at developing innovative ways of working which will

enhance the partnership approaches. It is also important that I support the sharing of good practice across the county and encourage collaboration on shared priorities.

#### **5.4 Review and Annual Report**

I will review this Plan annually and will revise key sections accordingly but I will also keep it under review in the light of any recommendations made by the Police and Crime Panel, national guidance issued by the Home Secretary, changes in local priorities or significant reductions in police funding.

Police and Crime Commissioners must produce an annual report which documents the progress made in the financial year in meeting the objectives of the Police and Crime Plan. I will provide the annual report to the Police and Crime Panel for their consideration.

## **6. Finance and Medium Term Budget Challenge**

### **6.1 Kent Police funding: The current situation**

Kent Police funding is made up of:

67% grant funding from the government;  
27% from the police element of the Council Tax; and  
6% from miscellaneous income streams.

While the financial situation remains difficult, I am satisfied Kent Police has risen to the funding challenges so far. In response to the current round of grant cuts, the Force has already delivered a new policing model as well as other savings, totalling approximately £50m to date.

As part of that we have already delivered the savings required for the coming financial year 2014/15, meaning we can focus better on the fresh set of financial challenges for the subsequent three years.

### **6.2 Further grant cuts on the horizon**

As government grant funding accounts for the largest portion of our income, any cuts in this area affects the extent of frontline community policing we can afford. While I will continue to keep to my promise of pressing the Government to avoid (or at least limit) further cuts in policing resources, we also have to live within the grant resources we are given. This means making the best of what we are allocated, as well as planning for any additional grant cuts in the future.

Looking to the future, the Government has announced a further round of grants cuts for 2015/16 which, alongside other estimated spending pressures, implies further savings of approximately £20 million. Furthermore, we estimate that a similar grant cut in following year (2016/17) could require further savings of up to £15m.

In order to effectively plan for this new medium term challenge there needs to be complete clarity about the importance of protecting local community policing and ensuring any savings in this area are taken as a last resort. To achieve this we need to spend our total budget as efficiently and effectively as possible, embracing the opportunities for innovation as well as working even more effectively with our partners. Working with the Chief Constable, these are areas I wish to develop but also hold the Police to account for.

### **6.3 My Council Tax plans**

As mentioned earlier, the Police element of the Council Tax, known as the precept, is my other key source of funding, equating to approximately 27% of my total budget for each year. For the people of Kent, living in a Band D property, this currently stands at £141.47 per household, per year.

As the Commissioner for Kent, I am limited by the government on how much money I can raise through the police precept. Currently I am only permitted to raise the policing element of Council Tax by 2% each year.

My current plan assumes this 2% increase. This means that for 2014/15, the annual policing precept for a band D equivalent property would be £144.27. This represents an increase of 5.4 pence per week to pay for policing services when compared to last year's precept. I note that Kent

police's precept remains significantly below the national average for a band D property. In 2013/14, Kent's precept was 15% or £24 per year lower than the national average.

The government may allow me to raise the precept beyond 2% for the coming financial year, however whether they will permit this remains to be seen. Just in case they do allow me to do this, I have been seeking your views through polls and stakeholder events. Based on your feedback I judge a significant level of support to raise the precept beyond 2% by a modest amount as long as that did not breach rules set by Government. Therefore, if that freedom is provided I reserve my position to raise the Council Tax beyond 2% for 2014/15.

However, even if I am able to raise the precept by a modest amount, I will still have to deal with the fresh round of cuts outlined above. For example, each 1% increase in the police precept raises approximately £0.8m, so a 2% increase would raise £1.6m per year. While this would mean fewer savings, approximately £20m of extra savings will still be needed in 2015/16 because of the likely grant cuts in that year referred to above.

#### 6.4 My Policing Budget for 2014/15

I am setting an annual budget for gross spending on policing and community safety of £310.0m, a cash reduction of £7.9m on the previous year. It is broken down as follows:

<u>Kent Police Budget by Subject Area</u>	2014/15 £m
Police Officer Pay	168.7
Police Officer Overtime	5.1
Police Staff Pay	73.6
Premises Related	21.0
Transport Related	7.2
Other Supplies and Services	30.3
<b>Gross Police Service Spend</b>	<b>305.9</b>
Office of the Commissioner	1.5
Grants awarded by the Commissioner	2.0
Victims Services	0.6
<b>Gross Police and Community Safety Spending</b>	<b>310.2</b>

<u>Financed By:</u>	2014/15 £m
Income generated and received by Kent Police	17.7
General and Specific Grants received for policing	209.3
Contribution from reserves	0.5
Council Tax precept	82.5
<b>Total</b>	<b>310.0</b>

#### 6.5 Coping with new savings requirements – working with partners

As well as being as efficient and effective as possible, coping with serious budget challenges means managing public expectations of what the Police can and cannot do in the future. This involves working with partners so everyone is clear about their roles and responsibilities, to help ensure the Police do not pick up demand for services that should be met by other agencies. It also involves encouraging local communities to develop further, local approaches to reducing crime and anti-social behaviour. Again, working with the Chief Constable and partners, these are areas I wish to develop during the year.

## **6.6 Other spending plans**

In 2014/15, I will become responsible for delivering local victim support services. This is a function that is being devolved from national government and affects all Police and Crime Commissioners. My budget plan reflects latest Government indications of the grant allocation we will receive in Kent to deliver this new and important responsibility.

In addition to revenue spending, I propose to allocate £13m for a variety of capital and investment projects during 2014/15. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £29m capital investment fund over the next 3 years. The majority of this will be available for the Force but will be dependent on sound business cases reflecting my Police and Crime Plan priorities. Out of the £13m allocated for 2014/15, I am earmarking £5m for innovation projects that improve frontline policing presence and effectiveness. Other earmarked reserves already established in the current year for normal risk management, change programmes and one-off policy initiatives will be maintained.

## **6.7 My Community Safety Funding plans – working with partners**

Working with partners to reduce crime and anti-social behaviour is a vital part of my role. For 2014/15, all former specific grants I received for community safety have been absorbed into the general policing grant I receive. For 2014/15, this general grant, now including community safety funding, has been reduced in cash terms by 4.8% (equivalent to a 6.8% real reduction). This is after the withdrawal of the limited one-off support I was able to provide in 2013/14.

I am assuming further cash cuts in my general core grant funding of 3.5% in 2015/16 and a further 3.5% in 2016/17. Overall, my aim is to maintain investment in the important area of community safety but, recognising likely future grant cuts, it is important to ensure efficient use of monies. Any budget cuts will have to be reflected across Kent Police and the community safety fund.

### **My approach to allocating Community Safety Funding:**

I have decided to adopt three key principles in how I allocate community safety funding:

- Firstly, all my spending plans must help deliver the key priorities set out in my Police and Crime Plan
- Secondly, I will work with key existing partners where possible, with proportionate governance arrangements for the grants I give, but will commission services directly if that proves more effective
- Thirdly, I will provide as much medium term funding certainty as possible in the allocations I give to partners but take into account the reduced funding I anticipate over the next three years.

## My proposed allocations

With those various factors and drivers in place, my proposed allocations are set out in Appendix One. I am setting out specific allocations for each of the next three years and, providing there is no worsening in my actual funding position in those years, I will honour these proposed allocations. If there is worsening, I will need to reduce allocations accordingly. Conversely, if my actual funding position turns out to be more positive over the medium term, I will increase my community safety spend accordingly.

Subject to reflecting the reductions for assumed future grant cuts, the allocations to Community Safety Partnerships are otherwise protected. This is the case also for awards to Drug and Alcohol Action Teams, Safeguarding and Youth Offending Teams but subject to other partners maintaining reasonable levels of investment also.

A number of other existing recipients are also similarly treated. However, in some areas, allocations have been reduced, withdrawn or not yet specifically allocated to a named organisation. Funding has also been allocated for new initiatives, but largely from utilising additional one-off resources at my disposal. My new initiatives include a new Commissioner's Fund, administered by the Kent People's Trust, for the award of grants to small organisations; funding to support the operation of the new Sexual Assault Referral Centre in the County; a new Fund for existing partners to bid into for additional one-off resources; and new resources to establish a commissioning framework, built on good practice to support children of domestic abuse victims.

## Appendix One

	2014/15	2015/16	2016/17
<b>Organisation</b>			
Ashford CSP	29905	28858	27848
Canterbury CSP	34177	32981	31826
Dartford CSP	33013	31857	30742
Dover CSP	29905	28858	27848
Gravesham CSP	33013	31857	30742
Maidstone CSP	38449	37104	35805
Medway CSP	100292	96782	93395
Sevenoaks CSP	32236	31107	30019
Shepway CSP	29905	28858	27848
Swale CSP	34955	33731	32551
Thanet CSP	34317	33116	31957
Tonbridge and Malling CSP	28988	27974	26995
Tunbridge Wells CSP	29517	28484	27487
Kent Community Safety Partnership (KCSP) - provisional	41100	39661	38273
Young Persons Substance Misuse	95986	92627	89385
Kent Youth Offending Team	285085	275107	265478
Medway Youth Offending Team	93630	90353	87191



Kent Drug and Alcohol Action Team	312383	301449	290899
Kent Safeguarding Children	47600	45934	44326
Kent & Medway Adult Safeguarding	21886	21120	20381
Medway Safeguarding Children Board	15994	15434	14894
Medway Drug and Alcohol Action Team	61183	59042	56975
Youth Related Diversion Activity - provisional	28170	28170	28170
National Crimestoppers - provisional	40576	39156	37786
Local Crimestoppers - provisional	15232	14699	14184
Independent Domestic Violence Advisors - provisional	115000	115000	115000
Kent Criminal Justice Board Support - provisional	25000	25000	25000
Restorative Justice via KCJB - provisional	46000	46000	46000
Kent DV Co-ordinator (KCC) - provisional	4760	4760	4760
Kent People's Trust	20000	20000	20000
<u>New</u>			
SARC one-off funding	30000	30000	30000
SARC core funding	25000	25000	25000
Commissioner's Fund	100000	100000	100000
Commissioner's Partners Fund	50000	50000	50000
Children of Domestic Abuse Victims	40000	40000	40000
	<b>2003256</b>	<b>1950080</b>	<b>1898765</b>

This page is intentionally left blank

## **Appendix B - Chief Finance Officer's Budget Statement 2014-15**

### **Preamble**

It is a statutory requirement that the designated Chief Finance Officer must issue a professional statement on the adequacy of reserves, robustness of estimates and overall effectiveness of the systems of financial control and risk management in general. The following fulfils that requirement.

### **Context**

The Kent Police Service, as with all public services, are facing major grant reductions as a result of the broader deficit reduction priority of the Coalition Government. Sensible and effective planning has enabled the Force to plan for and deliver approximately £50m of savings as part of CSR1; which technically runs to 2014/15. There is a further new grant cut in 2015/16 and strong possibility that a similar rate of reduction will be imposed for 2016/17. The grant cut in 2015/16, combined with other pressures, could require new savings of £20m in that year. Further grant cuts in 2016/17 could require up to £15m. This sets the new financial context, referred to as 'CSR2 plus'. It will be challenging but the Force have started their planning early; that is possible because of the accelerated delivery of CSR1 saving. These new savings requirements will inevitably require a further fundamental review of the police model nationally and locally. This challenging context includes estimates for the funding uncertainties of likely changes in how the national pot of available grant is allocated between police services over the medium term.

### **Key statements**

I am satisfied that the estimates have been drawn up in a robust way, recognising that medium term forecasts beyond 2014/15 will inevitably carry more uncertainty. We have assumed pay awards have been capped at 1% for the three years 2014/15 to 2016/17. For non-pay we are assuming general inflation at 2.5% for all three years but with a major hike in employer national insurance, prudently shown in 2015/16 for planning purposes but expected to hit from April 2016. Beyond that any known and quantifiable pressures have been included over the medium term. The key assumption on grant resources is the provisionally announced cash cut of 4.8% in general grant for 2014/15 and 3.5% cash cut in general grant in each of 2015/16 and 2016/17. In addition, further cuts in general grants of £2.5m in each year 2015/16 and 2016/17 have been included for the possible negative change in grant distribution. As published last year the current plan assumes precept increases of 2% per annum but that is subject to confirmation of referendum rules.

As per decisions taken last year, reserves have designated them into three categories; costs of change, necessary risk management and available to support manifesto commitments. In each case I am satisfied that they remain prudent and appropriate. I am also satisfied that the operation of internal and external audit and the operation of financial controls is sound. However, the change in arrangements for 'Transforming Rehabilitation' and the dissolution of victim services adds to the complexity of operations. This, coupled with the level of future savings required means that the regular monitoring and review of delivery plans and active risk management, including via the Independent Joint Audit Committee, remain vital parts of the local governance arrangements.

Sean Nolan  
Chief Finance Officer  
Office of the Kent Police & Crime Commissioner  
January 2014

This page is intentionally left blank

	Base budget	Inflation	Savings	Budget	Inflation	Savings	Forecast	Inflation	Savings	Forecast
	2013/14	Or Growth		2014/15	Or Growth		2015/16	Or Growth		2016/17
		£m	£m		£m	£m	£m	£m	£m	£m
Police Pay	173.6	3.7	-8.6	168.7	3.7		172.4	3.7		176.1
Police Overtime	5.1	0.1	-0.1	5.1	0.1		5.2	0.1		5.3
Staff Pay (Gross)	78.8	1.3	-6.5	73.6	1.2		74.8	1.3		76.1
Premises Related	20.7	0.5	-0.2	21.0	0.5		21.5	0.5		22.0
Transport Costs	6.5	0.7		7.2	0.2		7.4	0.2		7.6
Other Non-staff costs including IT etc	28.1	0.7	1.3	30.1	0.7	-9.0	21.8	0.6		22.4
Extra National Insurance Costs					5.0		5.0			5.0
Devolution of Victim Services	0.6			0.6	1.3		1.9			1.9
Commissioner's Office	1.5			1.5			1.5			1.5
PCC Grants	1.9	0.2	-0.1	2.0		-0.1	2.0		-0.1	1.9
Contribution to Local council Tax scheme	0.2			0.2			0.2			0.2
Further Savings to be found/released						-11.2	-11.2		-13.2	-24.4
<b>Total Gross Spend</b>	<b>317.1</b>	<b>7.2</b>	<b>-14.2</b>	<b>310.0</b>	<b>12.7</b>	<b>-20.3</b>	<b>302.5</b>	<b>6.4</b>	<b>-13.2</b>	<b>295.7</b>
Specific Grant - Victims Funding	-0.6			-0.6	-1.3		-1.9			-1.9
Specific grants - counter terrorism	-14.5	2.6		-11.9			-11.9			-11.9
Locally generated income	-17.5	0.5	-0.7	-17.7			-17.7			-17.7
Contribution From Reserves	-0.2	-0.3		-0.5			-0.5			-0.5
<b>Net Spend</b>	<b>284.3</b>	<b>10.0</b>	<b>-14.9</b>	<b>279.3</b>	<b>11.4</b>	<b>-20.3</b>	<b>270.5</b>	<b>6.4</b>	<b>-13.2</b>	<b>263.7</b>
Core Policing Grant	191.1	-7.8		183.3	-6.4		174.4	-6.1		165.8
Removal of Floor grant protection					-2.5			-2.5		
Council Tax Localisation Grant	10.9	0.0		11.1	-1.1		10.0	-0.8		9.2
Other Council Tax Grants	2.4	-0.2		2.2	-1.1		1.1			1.1
Estimated Council Tax Surplus	0.3			0.2						
Council Tax Precept	79.6	3.0		82.5	2.5		85.1	2.6		87.6
<b>Net Finance</b>	<b>284.3</b>	<b>-5.0</b>	<b>0.0</b>	<b>279.3</b>	<b>-8.6</b>	<b>0.0</b>	<b>270.5</b>	<b>-6.8</b>	<b>0.0</b>	<b>263.7</b>
Council Tax Base	562519			572133.97			578084.16			583865.01
Band D precept	141.47			144.27			147.15			150.07
£ increase per year				2.80			2.87			2.93
% increase				1.99%			1.99%			1.99%

This page is intentionally left blank

**Statement of Reserves (Revenue)****APPENDIX B Annex b**

	<b>£m</b> <b>Opening</b> <b><u>2013/14</u></b>	<b>£m</b> <b>Opening</b> <b><u>2014/15</u></b>	<b><u>Comments/use</u></b>
<b>Change Capacity</b>			
Schemes/pump prime New Policing Model	1.5	1.0	To assist future savings, for use by Chief Constable
Proceeds of Crime Fund	0.5	0.6	In line with established practice
PCC Change Capacity	1.0	1.0	For use as directed by PCC; general community engagement projects
Custody Review	1.8	0.9	For use by Chief Constable
Redeployment & Redundancy	4.0	4.0	To assist future savings, for use by Chief Constable and PCC
<b>Total Change Capacity</b>	<b><u>8.8</u></b>	<b><u>7.5</u></b>	
<b>Risk Capacity</b>			
Insurance	3.0	3.1	In line with actuarial guidelines; for self insured risks
Savings equalisation Fund	3.8	3.9	Short term Buffer against non-savings delivery
General Reserves	5.6	5.6	Non ear marked, Set at 2% of budget, normal practice
Localisation of Council Benefits	0.8	0.6	For support to county wide risk management
<b>Total Risk Capacity</b>	<b><u>13.2</u></b>	<b><u>13.2</u></b>	
<b>Policy Initiative Capacity</b>			
Policy opportunities	4.2	5.5	To be directed by the PCC towards local, accessible and visible policing initiatives
<b>Total Policy opportunity</b>	<b><u>4.2</u></b>	<b><u>5.5</u></b>	
<b>Total Reserves</b>	<b><u>22.0</u></b>	<b><u>26.2</u></b>	

itives



From: Ann Barnes, Kent Police and Crime Commissioner  
 To: Kent and Medway Police and Crime Panel  
 Subject: Impact of Police Contact Points

**Summary:**

This paper provides an overview of existing Police Contact Point arrangements, an analysis of visitor numbers and outlines future developments to make the scheme more responsive to community needs.

**Background:**

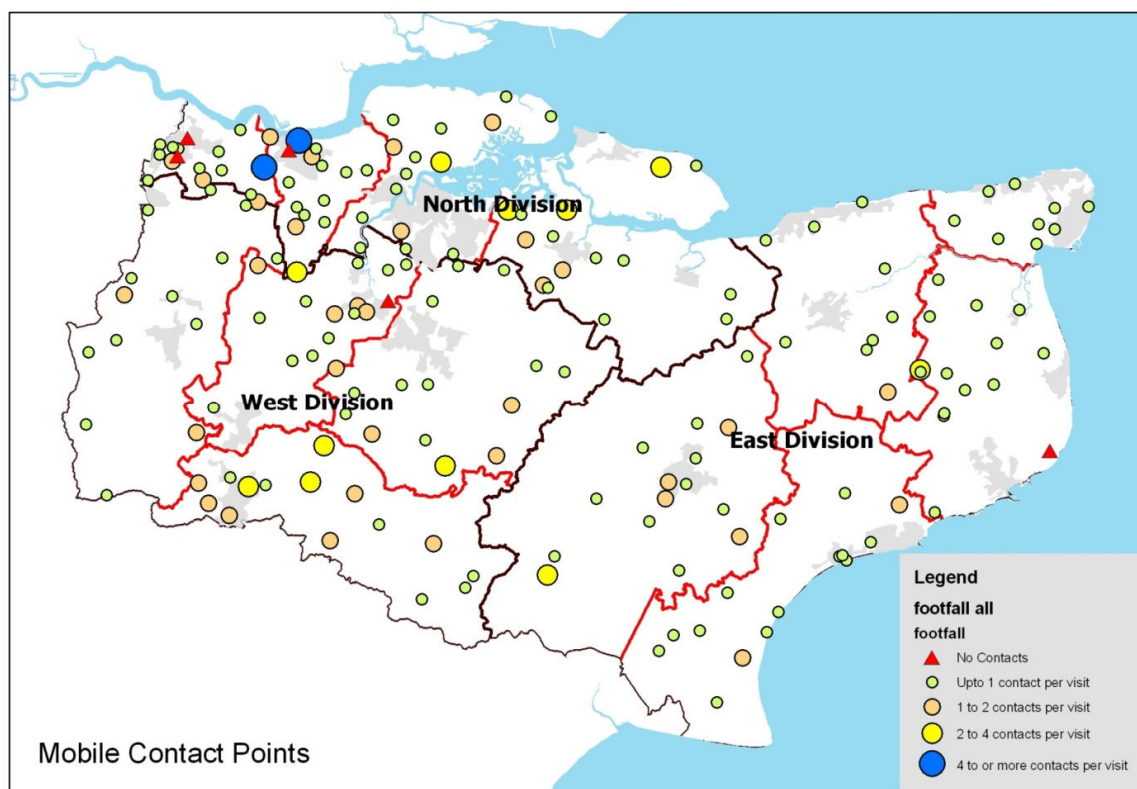
1. As part of my Police and Crime Commissioner Election Manifesto I pledged to introduce a fleet of Mobile Police Stations (Police Contact Points) to help boost rural policing and make it easier for communities to access policing services.
2. This paper, prepared by the force, provides an overview of the existing arrangements, an analysis of visitor numbers, and importantly outlines how the force intends to develop Police Contact Points (PCP's) to make them more responsive to community needs.

**Introduction:**

3. The forces existing fleet of Mercedes Sprinter vans were used and a phased county roll out of PCP's was completed on the 4<sup>th</sup> September 2013.
4. The scheme currently runs from Wednesday to Sunday each week with a fixed schedule over a fortnightly period. The aim is for each of the six vehicles to achieve three engagements each shift over the fortnightly schedule.
5. District Police Community Support Officers (PCSO's) are used to staff PCP's, but a dedicated team of fifteen PCSO's has been recruited and are currently being trained; they will take up responsibility for the program in April 2014.

**Review:**

6. As at 1<sup>st</sup> December 2013, PCP's had visited 1,555 scheduled locations with a total of 1,308 visitors - an average of 0.84 visitors per location. Further analysis showed that people travelled less than one mile to each venue.
7. The following map shows the number of visitors to each location from the start of the project on 3<sup>rd</sup> July 2013 until December 2013.
8. From the beginning it was recognised that locations would need to be reviewed in the light of experience. Data from the map, as well as crime, ASB and activity data, together with feedback from staff and users are now being used to make improvements to the scheme.



### **Moving forward:**

9. In the light of experience from the first phase, the force is working towards a number of changes which will give the project a new look and make it more responsive to community needs. The positive approach to developing and evolving the delivery of the PCPs should be recognised. The PCPs can provide a flexible resource for communities to access policing services and the actions for moving forward highlight developments to this scheme.
10. The developments include:-
  - a. A dedicated team of fifteen PCSO's – recruitment is now complete and the team is being trained. They will be deployed to Divisions on 10<sup>th</sup> February 2014, where there will be a further period of tutoring and training. All being well, they will assume responsibility for the program in April 2014.
  - b. Broadening locations to include a combination of fixed venues, dynamic response to daily business priorities, partnership working and ring-fenced weekends to attend community events.
  - c. Reviewing shift patterns to try and extend coverage from 5 to 7 days each week. In addition, adjusting and amending deployment times to provide greater weekday coverage.
  - d. Amending routes and venues. Experience has shown that some existing locations do not attract sufficient visitor numbers so new routes will be created, these will include some existing popular venues but also carefully chosen larger venues taking into account issues of crime, ASB, visibility and confidence. The emphasis will be on visible patrol when there are no visitors to the PCP.
  - e. Building in flexibility to respond to changing crime and ASB hotspots, repeat crime locations and areas vulnerable to seasonal crime trends. The PCP range will be extended into some urban locations.
  - f. Exploring ways to work with other agencies in areas of mutual interest. Partner agencies have shown an interest in joining forces and much was learnt from the Bluewater Safety shop. Although there are many options to explore, PCP's could work with youth workers in

- high risk locations to reduce crime and ASB; Kent Fire & Rescue Service in areas of high fire risk; and KCC Libraries who already have mobile operating routes throughout the county.
- g. Offering crime prevention material at vulnerable locations. This presents a good opportunity to engage with the public and provide crime prevention advice. Distributing purse chain alarms and similar items to the right people in the right place can be a cost effective crime prevention measure. All PCP's were stocked with such items in support of the forces latest burglary campaign, Operation Castle. Whenever possible we will continue to do so for future campaigns.
  - h. Attending fetes, fairs, and other community events. This provides an excellent opportunity for public engagement and bespoke crime prevention advice. Weekends will be kept free to attend such events.
  - i. Constantly reviewing and assessing routes and venues to ensure the best outcomes.
  - j. Advising Parish Councils of the changes whilst continuing to use the Kent Police website to advertise the service.

This page is intentionally left blank

From: Ann Barnes, Kent Police and Crime Commissioner  
 To: Kent and Medway Police and Crime Panel  
 Subject: Crime Recording in Kent Police

**Summary:**

This paper provides an overview of the findings from HMIC's original inspection and outlines the force response.

**Background:**

1. In February 2013, I commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to conduct an inspection 'to determine if the people of Kent can have confidence in Kent Police's crime figures'.
2. To answer this, 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 of the crime. HMIC also examined the extent to which the culture in Kent had an impact on crime recording practices.

**Introduction:**

3. The HMIC report 'Crime Recording in Kent' was published in June 2013. The report concluded with a commitment to return to Kent Police later in the year to conduct a further crime recording audit and assess how well the force had responded to the issues identified.
4. Following the report, the force implemented a range of improvements to ensure the public could have greater confidence in the crime figures.
5. This paper, prepared by the force, provides an overview of HMIC's original inspection findings and outlines the force response. In November 2013, HMIC returned to the force and their follow-up report is expected on 31 January 2014.

**HMIC findings and force response:**

6. The original HMIC audit involved listening to, and reviewing a total of 303 incident records created as a result of calls made to Kent Police between March and November 2012. It was concluded that 198 incidents should have resulted in the recording of a crime. The force had recorded a crime in 179 cases, equating to a 90% accuracy rate.
7. In addition, when a crime is recorded it can only be declassified (which is referred to as 'no-crime') if the criteria set out in the Home Office Counting Rules (HOCRs) and National Crime Recording Standards (NCRS) apply. HMIC reviewed 58 cases where the decision had been made to 'no crime', of which 15 were determined to be incorrect - equating to a 75% accuracy rate.
8. The inspection also found that a target-driven culture had led to some officers pursuing crimes on the basis of how easy they were to solve, rather than on their seriousness, or their impact on victims or communities. HMIC concluded that this was motivated by a desire to meet monthly performance management targets.

9. With oversight by the then Deputy Chief Constable (now Chief Constable, Mr Pughsley), a comprehensive action plan was developed and implemented. The plan dealt with and discharged 7 'Principle Issues' identified in the HMIC report:
- Explore if crimes are not being recorded correctly due to officers giving inaccurate accounts, or Investigation Management Unit (IMU) Investigators failing to ask probing questions.
  - Ensure all no-criming decisions meet the required standard and put in place better arrangements for checking this is happening.
  - Review cannabis warning form to ensure it includes clear explanation to the offender of implications of receiving the warning.
  - Ensure staff are adequately trained in the various means of disposal open to them and they fully understand the requirements of each.
  - Supervision of crime detection and resolution should be strengthened to ensure consistent standards applied.
  - Develop clear understanding of how continuous improvement will be defined and measured in the future.
  - Ensure effective process in place to monitor impact of changes made to performance framework and assess if anticipated benefits are delivered.
10. The plan delivered a root and branch review and restructure of the crime recording process to ensure compliance with HOCRs, NCRS and to improve the level of service provided to the public. Examples of activity either undertaken or on-going include:
- Training and live time monitoring of interface between officers and the IMU.
  - Administrative forms redesigned, distributed and explained.
  - Satisfaction survey and appeals process for 'No Crime' decisions implemented.
  - Audit regime to ensure on-going compliance.
  - Training to officers on 'Out of court Disposals'.
  - Effective PCC scrutiny through monthly meetings.
11. In order to focus where HMIC identified most audit failures, the force introduced a daily audit of incidents that hadn't been recorded as a crime. In excess of 2,400 incidents (1 July to 1 September 2013) were reviewed for compliance with HOCRs and NCRS. This audit demonstrated continuous improvement as the new processes embedded. Whilst a small variance is inevitable (due to the subjectivity of the assessment), the audit evidenced average compliance of 95%, with the latter results showing even higher levels (96% to 100%).
12. The Chief Constable at the time, Mr Learmonth, also launched the Mission, Vision, Values and Priorities for Kent Police providing the bedrock to a change in culture. All numeric targets were, and remain withdrawn as is any red/green response to performance, and whilst supervisors and managers are encouraged to use data as management information the one clear message is that it will not be the catalyst for setting numeric targets.
13. These changes have, and continue to be subject to a schedule of reality testing across the force supported by the Federation, Unison and Superintendents Association to gauge the level of progress. This includes a set of Standards Inspections, the criteria of which is based around key Force documents, in particular 'Managing Expectations' and 'Minimum Standards of Supervision' which provide guidance to staff on delivering a victim focused service and minimum levels of supervisory standards.

14. During 2013, the then Deputy Chief Constable (Mr Pughsley) chaired a Crime Detection and Performance Culture Board to oversee action plan progress, demonstrate the commitment of Chief Officers and provide strategic direction for embedding a qualitative culture throughout Kent Police. This Board sat for the final time in November 2013, but in closing the Board, Mr Pughsley directed that outstanding activity be reviewed and recognised the importance of synchronising cultural change within the current model with any future remodelling.
15. Whilst significant progress was made, it is recognised that to effect real culture change is an on-going process. As a result, Mr Pughsley (as the new Chief Constable) is now chairing a monthly Culture Board. The Board provides strategic direction, governance and oversight for the delivery of change to: improve the accuracy and quality of crime recording and investigation within a new service delivery framework; and establish a culture which puts victims and witnesses at the heart of service delivery consistent with the Mission, Vision, Values and Priorities. Representation on the Board consists of officers/staff at all ranks and from various departments across the force as well as the Federation, Unison and Superintendents Association.
16. In addition, and focusing on improving the service provided to the public in the future whilst meeting the budgetary challenges, the force also has work streams relating to:
  - Reviewing demand management and seeking to provide staff with more time to complete tasks and reduce bureaucracy whilst managing public expectations.
  - Providing staff with the skills and knowledge to perform their role, particularly in relation to HOCRs and crime investigation should the model change in the future.

#### **HMIC re-visit:**

17. From the 4-7th November 2013 the force Data Accuracy Auditors replicated the original HMIC audit testing levels of HOCRs and NCRS compliance. The approach and methodology used was the same, and to validate the process, an experienced HMIC auditor (involved in the original audit), remained with the Kent auditors for the duration. This provided HMIC with reassurance that the Kent auditors' were applying a similar standard to that used in the original audit.
18. The incidents audited were selected from those records created as a result of calls made to Kent Police between 1st September and 18th October 2013. HMIC provided the force with an electronic audit workbook which was populated with all incidents for that period. HMIC analysts then returned a random selection of incidents to be audited.
19. In addition to the crime recording re-audit, HMIC returned to force on the 21<sup>st</sup> November 2013 to conduct a follow-up review focussing on the culture of the organisation. As well as interviews with chief officers, senior staff and Federation representatives, it included two focus groups with operational officers and staff within the crime recording function.
20. HMIC are now in the process of preparing a formal public report in relation to the findings of both their crime recording re-audit and follow-up culture review. It is anticipated that the final report will be published 31 January 2014.

This page is intentionally left blank



From: Ann Barnes, Kent Police and Crime Commissioner  
 To: Kent and Medway Police and Crime Panel  
 Subject: Stage 2 Staff Transfers

**Summary:**

This paper provides an update on Stage 2 staff transfers.

**Background:**

1. At the 5<sup>th</sup> November Police and Crime Panel meeting, the Commissioner set out the background, process and principles concerning Stage 2 Transfers. To briefly recap, these include:
2. The Police Reform and Social Responsibility Act (the Act) created two new corporation soles, the Police and Crime Commissioner (PCC) and the Chief Constable. At the point when Police Authorities ceased to exist, all police staff (previously employed by the Police Authority) 'transferred' to the employment of the PCC.
3. The Government has directed that PCCs and Chief Constables should agree on a 'second transfer' of police staff between the PCC to the Chief Constable. The second transfer will take effect at 23.59 hours on 31 March 2014. Ahead of this date, 'Transfer Schedules' (which essentially set out who will employ which groups of police staff) need to be submitted to the Home Secretary for approval.
4. The Home Secretary will be assessing Transfer Schedules against the following policy principles:
  - That all operational staff should pass to the employ of the Chief Constable.
  - That transfer plans must adhere to the principles of the Policing Protocol.
  - That plans must set out clear roles and responsibilities between PCCs and Chief Constables.
  - Plans should not jeopardise the implementation of the policing plan, or the strategic duties of the force.
5. The Commissioner and Chief Constable have also agreed that the following principles are essential to the Stage 2 approach in Kent:
  - Ensure that the Commissioner can fulfil responsibilities to hold the Force to account in an effective way, and to ensure the operational independence of the Chief Constable.
  - Ensure that the Commissioner can fulfil her responsibility to deliver the Police & Crime Plan.
  - Ensure, as the directly elected representative, the Commissioner can fulfil her key role as the community's voice in policing and her responsibility to ensure effective engagement with the public of Kent and Medway.
  - Recognise the distinctive strategic requirements of the Commissioner's role as opposed to the operational matters for the Chief Constable.
  - Minimise the cost of change to the Council Tax payer, as far as possible.

**Update / Progress:**

6. At the last Police and Crime Panel it was reported that a draft schedule had been submitted to the Home Office for approval. The schedule reflected the principles set out at paragraphs 4 and 5 and had been agreed between the Commissioner and the (former) Chief Constable. It was also noted that Unison had been engaged on the Stage 2 transfer proposals.

The following update can be provided:

- A response from the Home Secretary on the transfer schedule is still not forthcoming, therefore formal engagement with the staff concerned has not yet commenced.
  - The Commissioner can confirm that she has discussed the transfer schedule with the new Chief Constable and both are in full agreement with the proposals.
7. The Commissioner can provide an oral update at the PCP on 4<sup>th</sup> February, should there be approval of the transfer schedule by that date.

### Commissioner's Key Decision – December 2013 and January 2014

**Decision:**

Decision to select the preferred candidate for the Chief Constable vacancy.

**Justification:**

The Police & Social Responsibility Act 2011 sets out the responsibility of the Police & Crime Commissioner to appoint the Chief Constable for their respective police force. The Commissioner must present her preferred candidate to the Police Crime Panel for approval.

**Decision:**

Decision to go out to tender to recruit an innovation partner.

**Justification:**

The innovation partner will provide class leading knowledge and expertise from the private industry and have a track record in capturing the most innovative ideas and best practice from across private industry, the public sector and charities. This will maximise the opportunities for innovation, improved use of technology and partnership delivery, ensuring that Kent Police is delivering the most efficient and effective service in light of CSR2.

**Decision:**

Decision to select the preferred candidate for the Youth Commissioner position.

**Justification:**

Following the Police & Crime Panel meeting on 8 October 2013, the Commissioner commenced the recruitment process for the Youth Commissioner. As a result the Commissioner has selected a preferred candidate and a start is being negotiated following recommendations from the Independent report. An update will be provided in due course.

**Decision:**

Decision to support a scoping exercise of how community safety is delivered across Kent.

**Justification:**

Police & Crime Commissioners responsibilities include the delivery of community safety, crime reduction and the enhancement of the criminal justice system. To capture the good working practices of partners delivering community safety, including the district Community Safety Partnerships (CSP), a scoping exercise to identify how community safety is delivered at levels will be undertaken. This scoping work will be used to identify opportunities to deliver an enhanced approach to community safety.

This page is intentionally left blank

# Meeting Notes

## Kent Police and Crime Commissioner's

### Governance Board – Tuesday, 3<sup>rd</sup> December 2013

Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, Kent ME15 9BZ

#### **PART A**

#### **1. Welcome**

The Commissioner formally welcomed everyone to the Governance Board, and set out how the agenda was divided.

#### **2. Notes of previous meeting and action plan – 15<sup>th</sup> October 2013**

The notes of the previous meeting were agreed as a true and accurate record.

The actions sheet had been updated: the first two items had been discharged, and item three was an agenda item. On the fourth item, the Commissioner stated that she wanted the National Crime Agency on the forward agenda. The Chief Constable enquired whether he should approach the NCA to provide a presentation when the item was considered, and this was agreed.

#### **3. HMIC Report on Crime Recording and Performance Culture- Force Recovery Plan Update**

The Chief Constable provided a recap on the situation for the meeting. The Force had undertaken a review of data accuracy and recording practices, and had produced a report in January/February of this year. HMIC then conducted their own review and reported in June. The Chief Constable felt that HMIC's report did not pick up any new issues, but in fact reinforced the Force's view of the situation. He stated that HMIC were clear that there was no misconduct, no breaking of the law and no culture of bullying; however, they did find some skewed activity focused on chasing easy targets, but concluded that Kent Police's crime recording was 90% accurate. This was acknowledged as not good enough, and the Force put a lot of work into tackling this.

The Chief Constable was clear that Force activity should be directed towards harm-based crime, and not chasing numbers. He was confident that the HMIC report did not identify big failings, but that the challenge was around data accuracy.

HMIC returned at the end of October and carried out a follow up review. They found that crime recording accuracy stood at 96.2%, and the no-criming accuracy at 97%. The Chief stated that, anecdotally, in comparison to the two other Forces that had been informally reviewed, Kent were much better. In response to the Commissioner's question as to why this had not been made public, the Chief Constable stated that these were informal reviews, not official ones, and therefore the results were not being made public.

The Chief Constable discussed the issue that crime recording was always going to have an element of subjectivity. He did not believe that Kent's current accuracy score could improve and reach 100%, given the margin of error for accuracy. He was very comfortable with the Force's quality assurance programme, and that the appropriate checks and balances were in place. However, it needed to be understood that this came at a cost.

In relation to the cultural review, this was more of a challenge as it was a more nebulous topic, which concerned motivation, officers' mindsets, and Force standards. HMIC had reviewed the Force's work last week, and the initial debrief suggested that the new processes the Force had in place were sound, and that they were enabling the new culture to embed across the Force.

The Commissioner asked the Chief Constable that if the question were put to him again, namely whether the people of Kent could have confidence in the Force's crime recording practices, would he answer yes or no. The Chief Constable was certain the answer would be yes, and was confident in the integrity of the data.

The Commissioner highlighted the fact that if 95% accuracy were considered 'compliant', then Kent could have some confidence given that it was above this level. The Chief Constable stated that HMIC had refused to be drawn on what level they considered 'good enough', but certainly felt that above 95% was appropriate. The Commissioner stated that HMIC had, in a letter to her the previous week, used the 95% statistic as their level for compliance; the Chief Constable responded that this was a change in position from HMIC.

The Commissioner outlined that she had concerns that HMIC were only planning to review approximately 50 crimes per Force, when in Kent they had looked at 303; the Chief Constable agreed that this lower figure may not be statistically significant, but that it was an issue for HMIC.

The Commissioner also had concerns that in comparing Forces' performance, it could not be done accurately if other Forces' data were not being recorded properly. The Chief Constable agreed with this position, and stated that Kent has seen an increase in its recorded crime in the last 12 months partly because it was recording crimes more accurately.

The Commissioner stated that there had been disquiet over the issue of HMIC's review of Kent's figures, but felt that local people should now have confidence. The 90% accuracy result had come as a shock, especially in the context of previous good reports from HMIC. However, the new score could act as Kent Police's baseline.

The Chief Constable agreed with this, and also highlighted that next year would provide an even more accurate picture, given that data would be compared with this year's data which is accurately recorded.

The Commissioner, Chief Constable and Deputy Chief Constable discussed the number of reviews that had taken place, both by HMIC and by the Force, since the initial inspection. The Deputy Chief Constable confirmed that the data accuracy had increased over this time, from 90, to 92, 95 and was now consistently at 96 to 97%.

Mr Stepney enquired whether the Chief Constable thought other Forces had had a wake up call in

relation to this topic.

The Chief Constable felt that other Forces were learning from Kent's experience: the Deputy Chief Constable had recently been to Manchester and met with representatives of a number of Forces who were keen to emulate Kent's best practice. In addition, on the 5<sup>th</sup> December, three other Forces were visiting Kent to look at crime recording practices.

In response to Mr Nolan's queries, the Deputy Chief Constable advised that the Culture Board took information from all officers and staff, and staff associations. Success was, for him, delivering against the Commissioner's Police and Crime Plan aims, and delivering continuous improvement without targets. He also clarified the basis of the comparative numbers quoted in paragraph 11 as being based on per 1 000 population.

The Commissioner enquired about the number of boards and groups, having counted six in the report. The Deputy Chief Constable confirmed that this number had been condensed, with the KPM Board sitting at the top, with a focus on reducing demand. The Cultural Board would be staying to ensure a focus on officers' behaviour.

Mr Stepney asked whether the cost to the Force in maintaining these high levels of data accuracy and associated practices would reduce as the practices became embedded and the Force's culture changed. The Chief Constable felt that at the present time, it would not- there was currently a quality assurance industry, as it was necessary to train officers and their supervisors to ensure they got it right.

The Commissioner requested a timeframe for these processes, and the Chief Constable felt that a couple of years would be necessary to build and deliver these training processes and cultural change. The Deputy Chief Constable confirmed that the training had just started, and that there was a big Cultural Review pencilled in for 18 months, by which time he expected that there would be measurable change. He also confirmed that the HMIC results should be with the Force by the end of the calendar year, but this was in the gift of HMIC.

### **Domestic Abuse**

The topic of Domestic Abuse was introduced by the Deputy Chief Constable in the first instance, who informed the Commissioner that HMIC had been in Force the previous week, and would be reporting on the Force's work in this area by April/May. However, there was an action plan in place already.

The Chief Constable stated, in addition, that there had been an increase in reporting of Domestic Violence that was encouraged by the Force.

Det. Supt Tim Smith of the Public Protection Unit then gave a presentation on his department's work.

The presentation covered the following topics:

- Understanding the problem: this focused on the risks, where domestic abuse was most prevalent, and that the number of reports to the Police was increasing.
- Initial response: this covered the role of the Force Control Room, call handling and sign posting victims.

- The role of the attending officer: to protect the victim and children if involved, and the DASH assessment (Domestic Abuse, Stalking, Harassment).
- Further information on DASH
- Ownership of victim safety: the work of PPU, the wider Force and other agencies.
- Recording a crime: that both HMIC and the College of Policing had declared that Kent Police's recording practices were accurate, the role of the Investigation Management Unit
- The Central Referral Unit: the work of this multi-agency group, the risk assessments, and referring cases to Social Services.
- MARAC, the multi-agency risk assessment conference: this is chaired by the Force's Detective Inspectors, and that the work of the local MARACs and their Chairs had been judged good by a national review.
- Outcomes: that the work of the MARACs has led to 76% of the victims in the cases referred experiencing a reduction in the need to call the Police, and 53% having a total cessation.
- Issues from last year: this focussed on the areas that the Force was working on, including the work of response officers, PPU and CRU, and neighbourhood officers.
- Future developments: this included the College of Policing Peer Review Outcomes, and that the HMIC hot debrief stated that there is "clear evidence that domestic abuse is a priority; that there is good partner working; the work of the IDVAs and the MARACs is good; and that there is a good understanding of the risks to young people."

The Chief Constable followed the presentation and highlighted the excellent partnership work that was being undertaken. He reiterated that he was pleased to see increased reporting, but that equally the number of repeat victims had reduced. In reference to paragraph 12, the Chief Constable noted that all cases go to a special Domestic Abuse court, and that it was important to get the cases to court as soon as possible to reduce the risk of victims withdrawing their support.

The Commissioner stated that for a victim to report crime, this usually meant that they had endured a long period of abuse, and so to make the victim wait further was cruel. The Deputy Chief Constable agreed that the reason for the specialised courts was to ensure the first hearing was held as soon as possible.

Det. Supt Smith outlined that whereas there had previously been a delay of 22 weeks to reach court, this had now reduced to 19 weeks; he appreciated that although this was going in the right direction it needed to improve and was a standing item on the Criminal Justice Board.

The Commissioner enquired how many victims pulled out in those five months; Det. Supt Smith reassured her that the numbers were low, and the victims were well supported through the process.

The Commissioner then asked about the training provided to the Neighbourhood officers who dealt with the lower-risk cases; the Deputy Chief Constable stated that all officers, including PCSOs, had special training in this area, but that it was an area he wanted to develop and improve.

In relation to a pilot scheme where schools were informed about domestic abuse incidents that affected the children, the Commissioner queried whether this should be a matter of course, as schools would want to know? Det. Supt Smith agreed, but highlighted that the pilot had shown



that although welcomed by the schools, there was a capacity issue in schools in terms of processing the information. However, the feedback that he had received was that schools felt they were able to better deal with children's needs and safeguard them.

The Commissioner followed this up with a question about the support available for children who witnessed Domestic Abuse; Det. Supt Smith confirmed that this was the role of the CRU (Central Referral Unit). One third of all referrals to Social Services relate to Domestic Abuse. The Force was very active in this particular respect.

The Commissioner raised a concern that if victims were to withdraw from the process and only a few hundred cases went to court, would this mean that lots of Domestic Abuse cases would go down as unsolved crimes? The Deputy Chief Constable clarified that two thirds of cases are 'incidents' not crimes, but that all the information was recorded on the system, and that all victims were signposted to the appropriate services. The Chief Constable added that where the incident was classified as a crime, in 84% of cases an arrest was made.

Mr Stepney queried how the Force dealt with Domestic Abuse incidents that happened outside of the home. The Chief Constable described this as a new development in these sorts of cases, and stated that there had been a particular increase over the summer, which he felt was a result of residents' confidence in reporting these incidents to the Police. In support of this, the Deputy Chief Constable added that HMIC had found Kent Police to be 100% compliant with recording practices for Domestic Abuse.

Mr Stepney then enquired about what impact Clare's Law would have on the Force. Det. Supt. Smith stated that the formal review of the pilot had not yet been released, but that the Government intends to roll it out. One of the Forces in Kent's Most Similar Group, Avon and Somerset, was involved in the pilot and so over the summer they would look at what this and other Forces had done.

Mr Stepney then queried the support for the staff in PPU, given the amount of stress they must suffer in their role. The Chief Constable stated that there was a lot of support in place through the normal networks, and that HR was also involved. He was also confident in Det. Supt Smith and his team's work in monitoring staff welfare and referring where needed.

Mr Nolan stated that in relation to the HMIC hot debrief, the Force had referred to the positive outcomes, and asked whether there were any areas where the Force needed to focus on improvement. The Deputy Chief Constable stated that training for junior, neighbourhood officers was the main area, and that there was already an action plan in place.

The Commissioner stated that there was an upwards trend for reporting Domestic Abuse, but that she was comfortable with this as it demonstrated people were confident in reporting. She also stated that as Domestic Violence was included in Violent Crime for recording purposes, and that it made up 34% of Violent Crime, it would be better to strip it out and separate it from the overall rate to get a better idea of the real picture.

The Chief Constable stated that most violent crime related to either Domestic Abuse or the night-time economy; he felt that the most important measure was around repeat victims of Domestic Abuse.

The Commissioner then stated that she would write to the Policing Minister, and to the Association of Police and Crime Commissioners about separating Domestic Violence from the overall Violent Crime figures.

## **PART B**

### **4. CSR2 Update**

The Commissioner introduced the item and informed the meeting that she was holding an event on this topic on Friday.

The Chief Constable then outlined the Force's response to CSR1: a £50 million reduction in funding had been achieved, with the loss of 479 officers and around 700 staff. The service had been redesigned, but he believed that the public had not noticed any change in how policing was delivered.

However, he felt that CSR2 was a different matter. The Force was currently working on the assumption of a £20 million reduction: the best case would be £17.5 million, the worst £23.5 million. A piece of work was being carried out by Chief Supt. Neil Jerome to consider the impact of this on Kent Police, and with a focus on whether it would be possible to keep the current model and arrangements for policing.

When the £50 million was taken from the budget for CSR1, around two thirds of this was found by reducing the number of staff, and as a result there was little scope to reduce staff numbers further. Whilst the non-staff budget would of course be reviewed, CSR2 will require a reduction in police officer numbers.

The Chief Constable highlighted the fact that the Force's work on CSR1 had finished a year early, which would give Kent Police a year to prepare for CSR2 in '15-'16, and would hopefully soften the blow. He was clear that the financial challenge would unquestionably be met, and that the real issue was how to deliver a high quality service. Again, the Chief Constable stressed that the challenge of CSR2 meant that it was not possible to deliver the same service in the future, and that one element of Ch. Supt Jerome's work was focussing on how to reduce demand. An example given was that the Police would not necessarily attend every crime, if they were not required or needed by the victim- for example, where just a crime number was needed for insurance purposes.

The Chief Constable stressed that another part of the work would be to manage the expectations of the public and the Commissioner, as an overall loss of £70 million will inevitably mean a negative service impact. Ch. Supt Jerome was focussing on how to get the greatest return for the number of officers.

Finally, the Chief Constable reminded the meeting that CSR2 was unlikely to be the final reduction in spending, and that more cuts may be made in '16-'17 onwards- the Force was aware it needed to be ready for this eventuality.

The Commissioner responded that the residents of Kent wanted visible community policing, and asked how this would be maintained.

The Chief Constable agreed that this was the key challenge. The principles for the changes made under CSR1 were sound, but one consideration was that Neighbourhood and Response officers, which are currently separate, may be brought together. He was clear that the Force had to focus on its core principles of protecting people and property. Finally, given the size of the challenge, it was vital to engage with the public from the beginning.

The Commissioner reiterated that the event on Friday 6<sup>th</sup> December was for public engagement on these issues.

The Chief stated that Kent is the bottom quartile for precepting, and that if it were average, this would in fact significantly help to offset the £20 million required by CSR2.

He then informed the meeting that this year there was expected to be a £6.2 million underspend in the current year as a result of delivering CSR1 initiatives early.

Looking at the Force as a whole, the overtime costs had increased slightly, but this was down to mutual aid (for the MPS and Northern Ireland) and so the money would be repaid by the end of the financial year. There was also an issue with the tyre contract for the fleet- the cost of this was due to increase by 25% as a favourable contract came to an end.

Mr Nolan stated that he was in regular dialogue with the Force, and made the point that there was also the 2014-2015 budget to build before CSR2 came in in 2015-2016. In relation to next year's budget build, all the partners and stakeholders had been sent a copy of the Police and Crime Plan to ask for views, as this was being refreshed. He was expecting the full details of the grant for '14-'15 on the 18<sup>th</sup> or 19<sup>th</sup> December.

Mr Stepney enquired what opportunities there were in relation to the underspend; the Commissioner suggested one approach may be to invest in technology. The Commissioner also highlighted the HMIC Value for Money profiles, and asked if Kent were an outlier in any areas compared to its MSG?

The Chief Constable stated that the costs of police staff compared well, but that our estate was more expensive, although this related in the main to PFI. DSP payments, the CJU and Custody all compared favourably. When questioned by the Commissioner as to whether this offset the requirements of CSR2 at all, the Chief Constable stated that it did give a little help.

## **5. Force Performance**

The Commissioner invited the Chief Constable to review the Force's current performance.

The Chief Constable first outlined the highlights. Taking a five-year view, there had been year on year reductions in recorded crime up to this year, which equated to 15%, or 16 000 crime, reduction. However, over the past 2-3 years, the number of staff and officers had reduced, and now crime recording accuracy had improved. In addition, April 2012 had seen the lowest number of crimes recorded in that month for a significant number of years; inevitably therefore,

April '13 was not going to match this.

In the 12 months to October, there had been a 9% increase in overall crimes recorded, which equated to 8 000 more. The Chief Constable felt that this was down to three things:

1. A 6% increase in accuracy of crime recording
  2. An increase in crime reporting- for instance, the Pred Pol work meant that officers were out and about in high crime areas, and so officers saw and recorded more crimes. This proactive stance had accounted for a 2% increase in crimes recorded.
  3. Given April '12 was an outlier, there was a 1.8% increase in recorded crimes as a result.
- The Chief Constable explained that these three elements accounted for the 9% increase.

He then focussed on the three key challenges.

1. Vehicle crime: this spiked at the end of the last quarter, where two gangs has been targeting vans and 4x4s. A successful operation against them meant that this issue was no longer a significant problem.
2. Violent crime: mainly relating to the night-time economy. Reports of Domestic Violence had been fairly consistent, and Op. Narrate had been put in place to tackle the night-time economy problems. The Force knew where the hotspots were- mainly pubs and clubs at closing time- and it was generally low-end violence. The Force had been proactive in relation to bail conditions as well, and these actions meant that Violence was beginning to stabilise.
3. Burglaries: this was the biggest challenge facing the Force. The current rate of burglaries was relatively low: at 700 000 households, there were on average 17-18 burglaries per day. There were a number of Operations in place to tackle this problem, especially at this time of year when, owing to the longer nights and Christmas, the rate of burglaries generally increased. Operation Castle focussed on these issues: the Force was using its Intel. to proactively identify offenders, and were using police officers and staff to go out and patrol in high risk areas, and give out crime prevention advice. In the last event, 500 leaflets were distributed and 200 people spoken to with advice. The Chief Constable believed that if burglaries remained stable, then there would in fact be fewer than last year by the end of the financial year.

The Chief Constable also stated that nationally, 21 Forces had seen an increase in crime: as most Forces were starting from a very low base level of crimes, and had had to reduce officer numbers, he felt that this provided an explanation for the increase.

The Commissioner returned to the issue of crime recording accuracy. The Chief Constable agreed that next year would allow a more accurate judge of performance, as they would be in a position to compare with this year, when crime had been accurately recorded.

The Commissioner then queried how confident the Force could be that Operation Castle was working. The Chief Constable responded that he received a daily update; there had been 234 arrests since the 1<sup>st</sup> November, and 65 search warrants had been executed. Kent was also linking in with the Met., to ensure that neither Force displaced criminal activity into the other's area.

The Commissioner stated that comparing two years was a snapshot, and that it was better to review trends over five years. She then queried the number of burglaries per 1 000 households,

as she felt that this was a better measure.

The Chief Constable responded that in Kent, it was 4.4, compared to a national average of 4.3.

The Commissioner then queried the rate per 1 000 households, as this was the best measure overall. The Chief Constable stated that in Kent, it was 9 per 1 000, compared to 10 per 1 000 nationally, though in some of the London boroughs it was three or four times this rate.

The Commissioner queried if the Force were running a campaign to make people aware of the issue of burglaries at Christmas. The Chief responded that as soon as the clocks went back, the Force ran a proactive message, which was now backed up by Pred Pol.

The Commissioner noted that she had not seen this proactive message, and had not received any crime prevention information. The Deputy Chief Constable promised to take that matter away and review why the Commissioner had not seen or received the Force's message.

Mr Stepney then queried whether the 17-18 burglaries was just from the home, as opposed to commercial properties, and this was confirmed. He then queried whether burglars tended to repeatedly target the same victims.

The Chief Constable stated that this issue was part of the Pred Pol algorithms: a person is more likely to be the victim of a burglary if they have already been burgled in the past two weeks; similarly, the neighbours of a victim of burglary are more likely to be targeted.

Mr Stepney then enquired about the peer review of the Force's handling of violent crime. The Chief stated that the hot debrief had identified a great deal of best practice in Kent, and that this would be shared with other Forces.

The Deputy Chief Constable returned to the topic of burglaries, and stated that officers attending a burglary would also visit neighbours to reassure them and to offer crime prevention advice. He added that the mobile police stations were also being used for this purpose.

Mr Nolan drew attention to paragraph 14 in the report, which stated that satisfaction had decreased significantly, and enquired if this were recent.

The Deputy Chief Constable responded that satisfaction had dropped 2%, from 89% to 87%, but this was deemed to be statistically significant; however, the Chief Constable was unhappy with any decrease and wanted to ensure that victims of crime were satisfied with Kent Police.

The Commissioner stated that when she spoke to people about this issue, they felt it was the lack of regular updates from the Police that was the problem; both the Deputy and the Chief Constable agreed with this point.

The Chief Constable stated that the level of satisfaction was fairly consistent; the Commissioner asked that if the Force were compliant with the Victims' Code, how can satisfaction have decreased?

The Deputy Chief Constable responded to confirm that the Force was compliant; however, the

Code stated that victims had to be updated every 28 days, and the Force did so, but that they could and should be quicker to do this and some victims wanted more frequent updates. The Chief Constable added that the public's expectations of the Force and what it should do were increasing, and this would need to be managed appropriately.

Mr Nolan then drew attention to paragraph 19, where Kent was shown to be an outlier. The Chief Constable responded that this was the danger of comparisons based purely on the numbers- they could be skewed. For example, the quality of crime recording in other Forces was not known, and so it was not possible to compare Kent to other Forces who are unlikely to be accurate.

The Commissioner then queried the compliance rate for other Forces in the MSG; the Chief Constable responded that HMIC's work on this would start in the new year, and it was likely to take some time.

## **6. Update on Significant Operational Matters**

The Chief Constable updated the meeting about the 'all-out' Pred Pol day the previous Friday. This had focussed on burglary, and an additional 300 staff, both officers and police staff from Corporate Services and Finance, had worked on the day. The public feedback had been very positive. 20% of all the incidents recorded had been in or near a Pred Pol box- the issue to consider was if nothing occurred in one of the boxes, was this as a result of the Police being there as a deterrent, and that he had to trust to the science. However, it would be difficult in future to demonstrate the link between Pred Pol and crime coming down for this very reason.

There were clear benefits in terms of visibility, detections, and being a deterrent- the impact of the Police presence acting as a deterrent lasted for a further two weeks. There was also a significant public engagement benefit.

The Chief Constable noted that in Los Angeles, they only used police officers. In Kent, all staff were used, and they were also considering whether to use covert officers in addition. Partners had expressed a desire to join in, and this was an area that the Force wanted to develop, especially working with Local Authorities to design crime out of an area.

The Chief Constable then turned to the increase in robberies of ATMs (cash points). There had been a spate 3-4 weeks ago, where the offenders were pumping gas behind the ATMs and popping them out. Work had been undertaken with the Metropolitan Police on the OCGs (Organised Crime Gangs) behind it; and then on Thursday they had caught the OCG in the process of one of their attempted robberies. Now the matter was working its way through the criminal justice system and so he was prevented from saying anything further.

The Commissioner closed the meeting, reiterating that the Governance Boards were a key way to open up Kent Police to the public.

She then gave her full and sincere thanks to the Chief Constable for his work, given his imminent retirement. She noted his lifetime of public service, and how well regarded he was- he would be greatly missed.

**Panel programme of future reports from the Commissioner as at 4<sup>th</sup> February  
2014**

**8<sup>th</sup> April 2014**

Informal meeting only

**28<sup>th</sup> May 2014**

Management of public engagement responsibilities	Offered by the Commissioner
--	-----------------------------

**3<sup>rd</sup> September 2014**

Impact of Youth Commissioner	Requested by Panel April 2013
Victim Services – implementation of Commissioner’s new legal responsibilities	Requested by Panel November 2013
Domestic abuse	Offered by the Commissioner

**4<sup>th</sup> November 2014**

Initial thinking on budget, grants and commissioning for 2015/16	Requested by Panel
Annual report 2013/14 and accounts 2013/14	Statutory requirement

**February 2015**

Draft Police and Crime plan 2015/16	Statutory requirement
Precept proposal 2015/16	Statutory requirement

Items to note at each meeting

Commissioner’s decisions

Governance Board minutes

This page is intentionally left blank