

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, 9th September, 2014, at 2.00 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Joel Cook on 01622 694764

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

Membership

Councillor Paul Clokie	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor 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 Peter Campbell	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor Caroline Derrick	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	Co-opted member - Medway Council
Mr Dan McDonald	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Meeting held on 24th July 2014 (Pages 3 - 10)

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

- B1 Victim Services (Pages 11 - 16)
- B2 Commissioner's Correspondence (Pages 17 - 20)

C - Commissioner's Decisions

- C1 Commissioner's decisions (Pages 21 - 22)

D - Panel Matters

- D1 Future work programme (Pages 23 - 24)
- D2 Panel Communications Strategy (Pages 25 - 28)

E - For Information

- E1 Minutes of the Commissioner's Governance Board meeting held on 27th May 2014 (Pages 29 - 36)

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, 1 September 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 Thursday, 24 July 2014.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr P Clokie, Cllr P Todd, Cllr T Martin, Cllr Mrs S Chandler, Cllr J Burden, Cllr L Wicks, Cllr R Turpin, Cllr P Fleming, Cllr Campbell, Cllr C Derrick, Mr R A Latchford, OBE, Mr G Cowan, Mr Dan McDonald, Mrs P A V Stockell (Substitute) (Substitute for Cllr Mrs A Blackmore) and Cllr K Pugh (Substitute) (Substitute for Mr A H T Bowles)

ALSO PRESENT: Mrs A Barnes, Mr S Nolan and Mr O Shaw

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

90. Introduction/Webcast Announcement
(Item 1)

91. Apologies and Substitutes
(Item 2)

92. Declarations of Interests by Members in Items on the Agenda for this Meeting
(Item 3)

93. Minutes of the Police and Crime Panel held on 05/06/14
(Item 4)

1. RESOLVED that the minutes of the meetings held on 28 May and 5 June 2014 be approved as a correct record and that they be signed by the Chairman.

94. Engagement Strategy
(Item B1)

1. The Commissioner introduced her report on her Engagement Strategy, outlining the changes in focus and implementation. The Commissioner said that the key points included highlighting the continued focus on listening to communities and developing and maintaining a dialogue between the Commissioner, the police and relevant partners to improve local understanding. The Commissioner said that this refined approach will acknowledge the excellent work carried out by Kent Police, the Office of the Police and Crime Commissioner as well as the partner agencies and Kent Police's corporate and internal communications teams. The

Commissioner said that, in common with other Commissioners her initial communication and engagement work was centred on explaining the role of the PCC but this phase of the strategy had now been largely completed. The Commissioner said that her revised strategy will focus on business as usual, promoting a corporate and professional image through tailored and balanced engagement and communication activities that are designed to suit the relevant audiences.

2. The Commissioner summed up the main points of her refined strategy as being focused on local engagement, a more corporate and policy orientated online presence, improved partnership working and a closer relationship with the Police and Crime Panel. Some specific actions planned included the creation of a new corporate PCC Twitter account, the retiring of the Commissioner's Community Outreach bus, using Police local profiles to plan targeted engagement activities, encouraging Panel members to join the Commissioner in local engagement activities and a review of the general style and tone in response to Members' comments at the previous Panel meeting.
3. The Commissioner commented that it was her strong desire to ensure that Kent Police were supported in continuing to be an excellent Force. The newly instituted People Board was one measure designed to achieve this and in addition, she would be making informal visits to Police Stations around the county and engaging with the staff support associations. The Commissioner added that a positive aspect of the past issues discussed at the Panel and in the media had been to cause all involved to step back and reflect on ways to improve.
4. The Chairman thanked the Commissioner for her comments, stressing the Panel's primary focus was the need to change inappropriate behaviours such as 'campaigning' through excessive media presence, an alteration in tone and style when dealing with parties and stakeholders and a general improvement in attitude to engagement with the Panel and the Police.
5. The Commissioner commented that everyone in public office has their own style and approach, and that the electorate votes on this as well as the individual's policies. However, the Commissioner emphasised that her reviewed engagement strategy reflected her refined approach of tailoring all further communication and engagement to suit the audience.
6. Members engaged in a discussion with the Commissioner on various aspects of her report and verbal update. The main points covered included advice on management of social media and pitfalls of holding more than one Twitter account as well as the nature of appropriate communication and how important leadership skills were in striking the right tone.
7. Members raised concern that the Commissioner need not necessarily abandon the use of her community outreach bus. Panel members commented that, if it

was the most cost effective method of achieving her county wide engagement activities, then the Commissioner should consider retaining the vehicle.

8. In response to a question about the difficulty of arranging for the Commissioner to attend District Council meetings, the Commissioner explained that she and the Chief Constable had written to all district councils outlining the plans for the People Board and other engagement opportunities. Members asked if the minutes of the People Board could be viewed by the Panel. The Commissioner said it had not yet been decided whether to provide minutes as there were specific HR issues being discussed that might not be suitable for publication. The Commissioner stated she would take the matter up with the Chief Constable to examine options for sharing information from the People Board.
9. The Vice-Chairman expressed praise for the strong focus on partnership working that the Commissioner had outlined in her report. He requested further detail on the representation and attendance at the People Board. The Commissioner responded by explaining that the Board was very new but did examine equality and diversity issues within the Force and the People Board complements the Chief Constable's Culture board which has similar staff welfare and attitude considerations that may impact on equality.
10. Members commented that while there had been concerns on the panel regarding the Commissioner's style, they were pleased with her response and commitment to improve the relationship with the panel in future. Members stated that there is a desire to draw a line over what had taken place previously and for the Panel and the Commissioner to make progress.
11. A member commented that the Chief Constable's Culture board was an interesting development and asked whether the panel could be involved. The Commissioner commented that the Culture Board is a purely internal force meeting, considering operational and HR issues, and not appropriate for panel involvement.
12. In response to further questions about the People Board and whether they had impacted on the number of Governance Boards, the Commissioner explained that the new People Boards were being held in addition to her other meetings. The Commissioner also invited members of the panel to visit her office for more information about the work of the Office of the Police and Crime Commissioner, as well as which meetings Panel members might care to attend in future. A member strongly supported the idea that Panel members should attend the People and Governance Boards.
13. Several members made comment that they were pleased with the improved attitude and communication style evidenced by the Commissioner and that they were pleased with the progress made. It was also suggested that the decision to retire the Commissioner's community outreach bus was reviewed with the caveat

that it be corporately branded to reflect the Office held rather than the Office holder.

RESOLVED that the Panel note the Commissioner's report and endorsed her decisions;

- a) To move away from a campaigning role.
- b) To undertake less 'big bang' publicity.
- c) To focus all publicity less on the Commissioner as an individual.
- d) To adopt a more corporate style on her website.

The Panel also requested and received the Commissioner's assurance that her engagement style with Police Officers and staff, Panel members and other partners would be modified to suit the audience, in terms of language, style, content and approach.

95. Corporate Communications *(Item B2)*

1. The Commissioner introduced her report on Corporate Communications, stating that the history of the transfer of employment were already known to the panel and that she wished to explain the rationale behind her initial retention of the employment of the Corporate Communication and Research Bureau teams. When agreement had been reached that all other Police staff would transfer employment to the Chief Constable, the teams in question had been conducting an ongoing piece of work relating to communication and engagement. Given that this was fundamental to the work of the Commissioner and would also benefit Kent Police, the Commissioner said that it was agreed by the Home Secretary that ownership of these teams could remain with the PCC until such time as it was appropriate and manageable to complete their transfer.
2. The Commissioner said that now that the new Policing model has been implemented, which has heightened the core role of communication and engagement, she had agreed with the Chief Constable that now would be an appropriate time to complete the transfer of employment. Linked with this is the fact that Kent Police will shortly be creating a new role of Head of Community Engagement which will develop the positive work of the Force and the Commissioner's office in terms of working with the public. The Commissioner regretted that there had been delays to the final transition, particularly due to the uncertainty this could cause members of staff but was firm in the view that it was the right thing to do to wait until an appropriate strategic model could be put in place.
3. As a result of the communications and engagement project that the corporate teams had undertaken prior to the transfer, the new strategy for tailored police engagement would be rolling out soon with a pilot area already identified.

4. Members welcomed the decision to transfer the teams to the employment of the Chief Constable and were pleased to hear more about the tailored communication strategies now being put in place as a result of the communication and engagement project the Corporate teams had been working on, particularly in terms of how this will benefit some communities that ignored police information because of the volume of leaflets and prevention advice that did not apply to them.
5. Panel members praised the use of a pilot scheme in light of concerns that new communication strategies and tactics carried risks when first implemented as staff needed to acquire and develop new skills.
6. The Commissioner emphasised that while the new strategy had highlighted opportunities to improve Kent Police's engagement approach, she had nothing but praise for the work that had been carried out previously by the corporate communications team who had been exceptional at implementing ACPO approved communication programmes.

RESOLVED that the Police and Crime Panel note the Commissioner's report.

96. Police Contact Points / Mobile Police Stations
(Item B3)

1. The Chairman explained that the this report had been produced to address the negative perception around the Police Contact Points that had been created as a result of their coverage in the 'Meet the Commissioner' Channel 4 documentary.
2. The Commissioner explained that the footage used was from the early stages of the scheme and did not reflect how Police Contact Points were currently being used and how effective they have been. The report to the Panel was developed by Kent Police as the Police Contact Points are an operational resource used at the discretion of the Chief Constable.
3. The Commissioner said that, since April 2014, the Police Contact Points have been staffed by a dedicated team of PCSOs. This has allowed the scheme to evolve and change depending on demand from the community. Such engagement is made easy through use of Twitter by the PCSOs who can advise the public of their whereabouts and also respond to requests for Police Contact Point attendance.
4. The Commissioner said that a recent review indicated that there had been between two and three formal outcomes a day from interaction between the public and Police at the Contact Points. The Commissioner explained that "outcomes" refer only to information provided by the public resulting in either an Intelligence

Report being submitted or the recording of a crime or incident. The review did not record how many engagements had taken place where police staff and the public interact in a positive manner that can build confidence and develop relationships. The Commissioner said that this aspect is a core part of visible community policing and must be taken into account, particularly in light of HMIC's recent report that highlighted the difficulties Police forces are encountering in maintaining visible community policing while making spending cuts.

5. The Commissioner said that local groups can now bid for Mobile Police Station attendance either for addressing local concerns or to support community events that will allow for positive engagement. All deployments are now at the discretion of the District Commander, with a Chief Inspector having complete control of all resources within that area.
6. The Commissioner wished to congratulate the Chief Constable for the excellent management of the Mobile Police Stations and she believes they will continue to be useful resource for Kent Police. The Panel noted the Commissioner's confirmation that the mobile police stations are an operational resource under the control and direction of the Chief Constable.

RESOLVED that the Police and Crime Panel would note the Commissioner's report. The Chairman further thanked the Commissioner for responding to the requests for updates the last meeting by bringing all three formal reports to the Panel.

97. Commissioner's Decisions

(Item C1)

1. A member requested clarification on the decision to implement the People Boards regarding the limited number of only two per year. The Commissioner explained that they were new but promising and more would be held if necessary.

98. Future work programme

(Item D1)

99. PCC Correspondence following 'Meet the Commissioner' documentary

(Item D2)

1. The Chairman explained that Mr Campbell, Policy Officer of the Panel, had produced the report in response to his review of correspondence arising from the Channel 4 documentary.
2. Mr Campbell explained that his aim was to confirm that no complaints had been received but not recorded from amongst the correspondence received by the Commissioner's office in the wake of the Channel 4 documentary.

3. In the course of assessing the correspondence, Mr Campbell said he had identified criticisms of the Commissioner and her Office arising from the documentary but that these did not constitute complaints.
4. A member asked for clarification on what criteria were used in deciding what constituted a complaint rather than a criticism. Mr. Campbell explained that his judgement was based on Home Office guidelines for such assessments as part of the complaints process. He said that an allegation that the Commissioner had committed an inappropriate act or failed in her duty through an inappropriate omission would constitute a complaint whereas negative comments about the Commissioner's general behaviour or the cost of her role and staff would be considered criticisms.
5. Another member raised a concern that the difference between a criticism and complaint was narrow and nuanced and that as a result, the approach outlined in the report may disadvantage some people who believe they are making formal complaints and expect an appropriate response and then only receive a general purpose thank you letter.
6. Mr. Campbell clarified that his judgements about what constituted a complaint were not based on the Commissioner's choice of response but were entirely decided by the content of the correspondence sent to the Commissioner. He stated that the decision of how to respond to correspondence that did not constitute a complaint was entirely down to the Commissioner.

RESOLVED that the Police and Crime Panel note Mike Campbell's report.

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**Kent Police & Crime
Commissioner***'Devoted to Kent'*

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Victim Services – implementation of Commissioners new commissioning responsibilities
Item & Date: Item B1, 9 September, 2014

Introduction

1. The Ministry of Justice (MOJ) will be devolving responsibility for the commissioning of victim support services to Police & Crime Commissioners from October 2014. Currently, the MOJ issue various grants for victim services in two key areas. Firstly, the MOJ issue the Victim Support charity with a grant to deliver a national service which provides the initial referral mechanism for victims into support services and the community led support for victims of crime. This national grant will cease in October 2014 and Police & Crime Commissioners will assume responsibility for commissioning this service for their local area. Due to the tight timescales for Commissioners to have in place local arrangements it has been agreed that Victim Support will continue to deliver their current service in all areas, apart from those designated as Early Adopters, until 31 March 2015.
2. Secondly, and in addition to the grant to Victim Support, the MOJ has provided grant funding to other specialist victim support providers operating in Kent. This funding will also be devolved to Commissioners in October 2014.
3. The Commissioner is committed to ensuring that victims receive a quality service and this is reflected throughout the Police & Crime Plan. In July 2013 the Commissioner and the Kent Criminal Justice Board delivered a Victim Services Design event, which was attended by professionals from criminal justice agencies and support service providers. This event looked at identifying the opportunities to improve existing services and understand the gaps in current service provision. The key gaps and issues identified during this event included,
 - Extensive contact across the agencies
 - No single point of contact for victims
 - Cross-over in statutory and support service responsibilities
 - Not enough focus on the victim
 - Offender driven triggers
 - Limited information sharing agreements
 - No agreed standards and accountability across partner agencies
4. The Design Event was pivotal in highlighting the gaps in current service delivery, both across the criminal justice agencies and support services. It also highlighted that there were significant opportunities to improve and build upon current victim services delivery. In particular, it highlighted that future services should be tailored to the individual and their needs rather than the crime they had experienced and the criminal justice processes. In addition, future services should, as much as possible, prevent duplication, manage expectations and improve multi agency co-ordination. To take these ambitions forward the event developed the concept of a Victims' Centre. This centre would enable enhanced multi agency working, which is tailored to the individual and aligns the victim's criminal justice journey with their support needs.
5. The devolution of funding has enabled the Commissioner to align the commitment to deliver a quality service for victims with the concept of the Victims' Centre and centred approach. However, Commissioners are required to have local services in place by 1 April 2015 and procurement law requires that a formal contract for support to victims be competitively tendered. However, due to deadline for services and the concept of the Victims' Centre being in development, a single tender, for a short period, with the existing provider will be progressed. This will allow a robust longer term specification to be developed which accords with the ambitions of the Design Event and crucially allows a better understanding of the current victim support offer.

6. Accordingly, the delivery of the Victims' centred approach has been divided into two phases. Whilst these are two distinct phases they will be delivered in tandem to ensure that development opportunities are not constrained by the timing of the phases. Partnership working is fundamental to delivery of both phases and this will be core thread throughout developments.

Phase One

7. Phase one is focused on the following,
- The commissioning of victim support service providers for 2014/15 and 2015/16
 - The co-location of the victim support service provider with the Kent Police Witness Care Unit.
 - The physical building
8. To prepare for the commissioning of victims' services and the victims' centred approach the South East Region Police & Crime Commissioners co-commissioned Victim Focus Groups and a Victims Services Needs Assessment by Portsmouth University.
9. Kent held four Victims Focus Groups which consisted of a mix of gender, age, backgrounds and crime type experienced. The groups explored their experiences of crime, the criminal justice system and support requirements. In addition to the groups, in-depth telephone surveys were also undertaken. The findings from this work have provided a detailed understanding of the victims' views from first point of contact, the criminal justice system and provision of support services. The key findings can be distilled into the following
- I want to be recognised as an individual in the system
 - I have personal needs
 - I want to have my say
 - I want some ownership of the process
10. The Victims Services Needs Assessment by Portsmouth University is currently being finalised but it includes, an audit of existing services, mapping of the victims journey and recommendations to improve the services for victims. There are a number of recommendations identified for Kent which will inform the development of the commissioning plans for victims' services. In particular, the needs assessment has recommended the need for a model that provides victims of crime with one point of contact for information, support and referral to specialist support services.
11. The current national Victim Support service will continue until 31 March 2015, with Police & Crime Commissioners taking a more active role in the oversight of their work from 1 October 2014. This oversight will include the provision of performance management information from Victim Support.
12. From 1 April 2015 Police & Crime Commissioners will be required to have arrangements in place for delivery the initial referral mechanism for victims into support services, community led support and specialist support services i.e. trauma counselling. Kent has been in discussions with the South East Region Police & Crime Commissioners on a collaborative approach to commissioning victim services. However, to accord with the ambitions of the Design Event and ensure there is a locally tailored service for Kent's victims, the decision has been made to commission services locally. This will support improved value for money as resources will be dedicated to Kent services and will enable an approach that is tailored to the individual and therefore provide greater opportunity to support victims in coping and recovering from the crime they have experienced. It will also allow for the risks associated with the commissioning of a new service to be managed locally rather than through a wider regional structure.
13. Due to the phased approach and the need to fully understand the current victim support offer it has been decided to progress a single tender with Victim Support from the 1 April 2015 for 12 months with the option of a 6 month extension. This will ensure continuity of service delivery for victims but also enable an enhanced service to be delivered, which is aligned to the longer term vision.

14. In addition to the Victim Support contract there will be the ability to commission specialist victim support services and restorative justice services. The Commissioning Plan for both these areas is currently in development and will incorporate initial six month support for those Kent based specialist support services in receipt of MOJ funding until 1 October 2014.
15. A core element of developing the victims' centred approach is delivery of the Victims' Centre building which will enable the co-location of Victim Support and the Police Witness Care Unit and will support the longer term phase two developments. A scoping exercise and business case was undertaken to consider the options for the building which included looking at available Kent Police Estate which is independent from the main Police Station, rental and purchase of an external building and the use of a modular building solution.
16. As a result of the scoping the Old Court House at Ashford was identified as the most viable option for the Victims' Centre. The benefits of this building include,
 - It re-uses under-utilised Kent Police Estate
 - It is not in mainstream Police Estate
 - It minimises the need for staff re-location as both Victim Support and Witness Care Unit are currently located in Ashford.
17. The Victims' Centre will have provision for public access, including counselling rooms, video link suite and reception / information area. In addition, there will be a multi-agency training room and hot desk areas available. Whilst the centre will be located in Ashford phase two developments will look at developing wider satellite access points for victims across the county.
18. The co-location of Victim Support and Witness Care Unit brings significant benefits for service delivery for victims and will provide a strong foundation on which to build phase two developments, enable closer working and provide quality service for victims. The benefits of this co-location include
 - Improved information exchange and case management
 - Services tailored to the individual
 - Reduced duplication
 - Improved pooling of multi-agency skills and expertise
 - Alignment of the victims support journey with their journey through the criminal justice system.
19. There is a small Project Board and Working Group in place to oversee and progress the phase one developments. In addition, the Commissioner is proposing to set up a strategic Kent Victims' Board, which will oversee both phase one and two developments.

Phase two

20. Phase two will be delivered in tandem to phase one, which will ensure that development opportunities can be progressed at the point of identification. It will also ensure that phase one developments take into consideration sustainability for the longer term victims' centred approach.
21. Phase two is focused on developing the victim centred approach across the broader criminal justice system and will look to develop effective and efficient services for victims, which is tailored to the individual, whilst recognising the statutory requirements of criminal justice agencies and the capacity and capability of victim support organisations.
22. Phase two will have three key strands. First; identification of the key operational adjustments that individual partners can make individually or collectively to improve the victims experience. Second, the over-arching longer term governance arrangement to maintain focus and momentum and third the development of longer term specification for victim services to be tendered during 2015. This third element is a procurement imperative but needs to be an enabler rather than an inhibitor to the broader vision.

23. A firm commitment has been made to partner agencies to help co-design phase two, as a quality service to victims cannot be delivered in isolation. Liaison is currently being undertaken with the Kent Criminal Justice Board to define the approach to co-design.
24. A follow up workshop has recently been held with the original Victim Services Design event attendees to provide an update on the phased delivery approach but to also to define the quick wins and longer term vision for the victims' centre approach. The outcomes from this workshop will inform the project plan for phase two and include
- Organisational considerations such as resourcing
 - Long term investments
 - Information requirements

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Report of correspondence data
Item & Date: Item B2, 9th September, 2014

Introduction

1. This brief outlines the process for dealing with, and amount of correspondence received by the Office of Police and Crime Commissioner (OPCC).

Initial handling and logging

2. Correspondence received by the OPCC (both written and phone calls) are dealt with initially by two members of staff who provide a triage service that seeks to either deal with the correspondent at that stage or signpost the correspondent to the member of staff (either within the OPCC or externally in the Force or outside agencies) who can most effectively deal with the matter.
3. All correspondence is managed as part of a triage service. In the first instance, every piece of correspondence is assessed by content before being allocated. Specific assessments can include determining whether it is a statutory complaint (paragraph 18 - 19) or Freedom of Information (FOI) request (paragraphs 20 - 21) and if it does not fall into either of these categories, it will be logged on the system and assigned a unique reference number under one of the following other categories:
 - Elected officials
 - Government, council & partners
 - Media - this concerns any media coverage, requests for interviews etc.
 - Email (general correspondence from members of the public)
 - Flyers, events and conferences
 - Finance / Invoices
 - Policing partner circulars (Association of Police and Crime Commissioners etc.); and
 - Resident dissatisfaction (a wide variety of policing issues, but in general terms concern the correspondents' contact with the Police, either as a victim of crime, upon arrest or in the community etc.)
4. Depending on the nature of the correspondence the OPCC will either deal with the matter internally, refer it to a relevant area of the force via a central Force Correspondence team, or another organisation (if appropriate). For correspondence referred to the force or externally, the OPCC may continue to have some involvement or oversight of issue depending on the matter.
5. The OPCC aims to acknowledge, log and allocate every piece of correspondence within 48 hours. Officers assigned to deal with correspondence have aims to make a decision as to who will deal with the correspondence e.g. the OPCC, Force or agencies within 5 working days. If being dealt with by the OPCC, we aim to respond within 20 working days but these targets are not fixed because some issues cannot be dealt with inside a prescribed time limit. An example of this might be a force complaint or complex correspondence query which involves seeking information from a variety of different areas within the force. In this instance, members of the public are given an approximate timeframe of when their query may be responded too.
6. People who persistently contact the Office with matters that can be classified as repetitive or vexatious (especially callers) can take up a disproportionate amount of resources and the correspondence and complaints teams often spend a significant amount their time dealing with this group. This can negatively impact on the amount of time they are able to devote to other matters and members of the public. Some of this group exhibit mental health issues that the correspondence and complaints team have to manage

appropriately. All OPCC staff have received training on call handling, and some have limited training in mental health issues. There are robust systems and protocols in place to manage these callers, and arrangements are in place with the Force Control Room to refer significant or serious matters where appropriate.

Correspondence analysis

7. The current system of cataloguing correspondence is performed on an Excel spreadsheet. This effectively acts as an electronic filing system, however as a correspondence database there are several weaknesses that make in-depth analysis of correspondence trends and patterns problematic. This is one of the reasons for the request for a bespoke correspondence database that is currently undergoing beta testing prior to a roll out in the next few months (refer paragraph 20).
8. However, in order to provide a snapshot analysis for this report, the OPCC has individually examined 50% of correspondence between November 2013 and January 2014 in the categories of:
 - Government, Council & Partners
 - Email; and
 - Resident Dissatisfaction.
9. These categories were selected as they provide the best sample of 'typical' correspondence the office might deal with. For reference, the next two highest categories of correspondence are 'Flyers, Event and Conferences' and 'Policing Partner Circulars'. The months of November, December & January (2013/2014) were selected as this period represents the first year introduction of Commissioners as well as a 'normal' period of activity. The volume of 50% was chosen as it was considered large enough to be informative and also achievable given the labour intensive nature of the assessment.

Analysis

10. Overall, a total of 361 individual pieces of correspondence were examined for the period November 2013 to January 2014 in the categories of Government, Council & Partners, Email and Resident Satisfaction. Of this 28% of the correspondences examined were dealt with in their entirety within the OPCC, 69% referred to the Force and 3% to other agencies.
11. The highest proportion of correspondence dealt with within the OPCC fell within those received from the Government, Council & Partners, which is to be expected given the knowledge of procedures and processes within these organisations that should lead to enquiries being directed to appropriate agencies.
12. Within the Resident Dissatisfaction category the majority of correspondences (84%) were referred to the Force, again this is to be expected as most of the correspondences concern the originator's contact with the force in a number of contexts.
13. The final category examined 'email' showed a fairly even split between being dealt with in-house and referral to the Force. Across all three categories very few were referred directly to a third party agency (only 10 out of the 361 examined).
14. In respect of the subject matter of the received correspondence, the top issues were identified for each of the three categories for each month. Within the 'Government, Councils and Partners' category, themes included: HMIC Bulletins, Police Contact Points, speeding issues, funding and invitations to events.
15. Themes amongst the 'Resident Dissatisfaction' category were much more consistent with the Force response to complaints/cases being the top theme in all three months. Officer behaviour also appeared in the top three themes in each month, with speeding and crime reporting amongst others making one-off appearances.
16. In the 'email' category a wide variety of subject matters were recorded, with no single subject appearing more than once in the three months examined. Subjects included police privatisation concerns, Police and Crime Plan refresh, road safety, Neighbourhood Watch and Police Contact Points.

17. Quantitative data for all correspondence received into the OPCC is summarised below:

- Calendar year total for 2014 (to date) – 2905
- Calendar year total for 2013 – 7839
- Calendar year total for 2012 – 1051

Complaints

18. Where correspondence relates to residents' dissatisfaction, or is assessed as a complaint (that meets the statutory definition) the matter is dealt with by the OPCC complaints team. There is also the facility for members of the public to complain about the officers in the OPCC; however this is not a statutory complaints process. It should be noted that the above processes are separate from the Force's complaints system and Professional Standards Department (PSD) which deals with complaints against individual officers up to the Deputy Chief Constable.
19. For 2014 there have been a total of 10 complaints dealt with specifically within the OPCC complaints framework, five against the Chief Constable, three against OPCC staff and two against the PCC.

Freedom of Information

20. The OPCC also receives Freedom of Information (FOI) requests. The FOI Act provides public access to information held by public authorities. The main principle behind Freedom of Information legislation is that people have a right to know about the activities of public authorities, unless there is a good reason for them not to.
21. Below lists the number of FOI requests received by the OPCC for the last three years.
- 2012 - 1
 - 2013 - 90
 - 2014 - 42

New case management system

22. At the present time work is being undertaken in conjunction with the Force's IT Directorate to design and implement a bespoke correspondence database that will streamline processes and improve data accuracy such as analysing trends, provide mechanisms for case management and reports. Beta testing of this database is currently underway. The new system is anticipated to be in place by Christmas 2014.

Commissioner's Key Decision – August 2014

Decision:

Decision to utilise the Old Court Building at Ashford, which is part of the Kent Police Estate for the Victims' Centre.

Justification:

A scoping exercise and business case was undertaken to consider the options for the Victims' Centre building, these included looking at available Kent Police Estate that is independent from the main Police Station, rental and purchase of an external building and the use of a modular building solution. As a result of this the Old Court Building was identified as the preferred option.

The benefits for using this building include,

- It re-uses under-utilised Kent Police Estate
- It is not in mainstream Police Estate
- It minimises the need for staff relocation as Victim Support and the Witness Care Unit who are part of the phase one co-location are based in Ashford

The Old Court Building will be subject to refurbishment but this work will shortly be subject to an open market tender.

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Panel programme of future reports as at 1st September 2014

4th November 2014

Initial thinking on budget, grants and commissioning for 2015/16	Requested by Panel
Impact of Youth Commissioner	Requested by Panel
Progress with local Mental Health Concordat	Agreed at Panel on 28 th May 2014
Update on the new policing model including response to discussions with Council leaders	Agreed at Panel on 28 th May 2014
Progress in developing quality of service data	Agreed at Panel on 28 th May 2014
Annual Accounts 13/14 and Annual Report 13/14,	Statutory Requirement

February 2015

Draft Police and Crime plan 2015/16	Statutory requirement
Precept proposal 2015/16	Statutory requirement
Further report on Crime recording	Agreed at Panel on 28 th May 2014
Developing more positive activities for young people	Suggested by Commissioner

April 2015

Partnership working	
Delivering value for money	

June 2015

Complaints against the PCC and policy review	Report by Panel officers or Sub-Panel
Force performance in 2014/15	
Annual report 2014/15 and accounts 2014/15	Statutory requirement

September 2015

Working with the business community	
Review of Panel Communications Protocol	Review agreed by Panel (report by Panel officers)

November 2015

Protecting the public from Serious harm	
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February 2016

Draft Police and Crime plan 2016/17	Statutory requirement
Precept proposal 2016/17	Statutory requirement

Items to note at each meeting

Commissioner's decisions

Commissioner's forward plan of decisions

Governance Board minutes

Report by: Mike Campbell, Police and Crime Panel Policy Officer

To: Police and Crime Panel

Subject: Panel Communications protocol

1. Introduction

- 1.1 At its initial meeting in November 2012 the Panel adopted an interim Communications protocol. The Protocol sets out the arrangements for the Panel to deal with the press and other media and also set out the arrangements for liaison on press and media comments with the Police and Crime Commissioner's office. The panel agreed that this interim protocol should be reviewed in due course.

2. Review

- 2.1 Panel officers have reviewed the document agreed by the Panel, and have consulted the Office of the Police and Crime commissioner. The review has not identified any need to change the basic principles or arrangements set out in the protocol as they remain appropriate. However, some of the nomenclature is in need of change as job titles and roles have been adjusted in the light of experience. It is also felt that some of the wording in the interim document was unnecessarily lengthy and has therefore been shortened. The revised protocol is attached for the Panel to consider.
- 2.2 It is good practice to review all policies and protocols at regular intervals and it is recommended that this protocol be reviewed again by the Panel in 2 years' time.

Recommendation

That the Panel agrees the Communications Protocol at Appendix A and asks the officers to undertake a further review in September 2016.

Contact:

Mike Campbell Tel: 03000 413346

Communications Protocol for the Kent and Medway Police and Crime Panel

Summary: This protocol has been written as a basis for all public communications between the Kent and Medway Police and Crime Panel and the media. It also takes into consideration the sharing of information between the Kent and Medway Police and Crime Panel and the Kent Police and Crime Commissioner.

1. Protocol

- 1.1 The Chairman of the PCP (except in his absence, the Vice Chairman) is the official spokesperson for the panel. This will only change if a specific spokesperson from the panel has been approved in advance by the Chairman.
- 1.2 If a panel member wishes to present the views of their own Council this should be in line with their own authority's protocol for communicating with the media. A copy should be sent to the Kent County Council press office and the Communications Manager at the Office of the Kent Police and Crime Commissioner.
- 1.3 As host authority, Kent County Council's press office will respond to day-to-day enquiries from the media by issuing statements and/or arranging interviews with members or officers as appropriate. This will take place following discussions with the Chairman and Vice Chairman of the Panel and Head of Democratic Services at Kent County Council.
- 1.4 Both the Panel and Commissioner may issue their own statements / comments following panel meetings.

2. Publication of Agenda and Minutes

- 2.1 PCP agenda and minutes will be published on the Panel's page on KCC's website and a link sent to all other local authorities who appoint Members to the Kent and Medway Police and Crime Panel and other interested parties, including the Commissioner's office.
- 2.2 Dates of meetings and agenda items will be shared with the Commissioner's Office in advance. This information will then be published on both KCC's website and through other communications channels.
- 2.3 After the meeting any Panel external communication plans will be shared in advance with the Commissioner's Chief of Staff e.g. any planned interviews, announcement of key decisions, and timings to ensure a joined up approach.

3. Ownership of policy

3.1 This policy owned by the Kent and Medway Police and Crime Panel.

Next review date: September 2016

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Minutes

Title: Kent Police and Crime Commissioner's Governance Board

Date: Tuesday, 27th May 2014

Venue: Clift Room, Kent Police HQ, Sutton Road, Maidstone, Kent, ME15 9BZ

Apologies: No Apologies

Content

NOTE: The Minutes have been created in accordance with the order of the Agenda.

Summary of Actions:

- In respect of the work of the Officer Profile Steering Group, the Commissioner asked the Deputy Chief Constable to report back on the percentage of staff who modify their behaviour after the implementation of an Action Plan.
- The Force to prepare the following agenda items for the next Governance Board:
 - Rural Policing (deferred until later)
 - HMIC 'Valuing the Police' Inspection
 - Performance Framework
 - Ethics Committee
 - The roll out of the new policing model

Item 1: Welcome and Introduction

1. The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of Previous Meeting – 5th February 2014

2. The minutes from the Governance Board held on 5th February were noted as a true and accurate record and no concerns were raised about the action sheet.

Item 3: National Crime Agency (Trevor Pearce CBE QPM (Director))

This item was rescheduled from the Governance Board held on 5th February.

Mr Pearce delivered his Power Point presentation about the remit and structure of the National Crime Agency (NCA) and responded to questions raised.

Key Points from Presentation:

- The NCA commitment is to identify, assess and disrupt serious and organised crime; develop and deploy specialist national capabilities which are not normally affordable or easily available to partners; act when there is an immediate need for urgent action and where activity is beyond the capability of partners.
- Over 5,500 Organised Crime Groups impact on the UK at a cost of over £20 billion each year. This involves multiple crimes including drug related matters, fraud, people trafficking and money laundering.
- Organised crime threatens national security and impacts on the local community.
- To maximise impact, a holistic government and law-enforcement response is essential. The NCA holds the responsibility and authority to lead joined up resources and has specialist capabilities that others do not.

Office of the Kent Police & Crime Commissioner,
Kent Police Headquarters, Sutton Road, Maidstone, Kent ME15 9BZ

Office telephone: 01622 677055

Press contact: 01622 604343

Email: contactyourpcc@pcc.kent.pnn.police.uk

Website: www.kent-pcc.gov.uk

Twitter: @PCCKent

- The NCA work alongside many organisations. These include, but are not limited to, the Home Office, the Departments of Business and International Development, the Ministries of Justice and Defence and Local Authorities.

The Kent Perspective:

- Kent has recently assisted the NCA on two major cyber-crime investigations.
- The Chief Constable commented that while the NCA operate internationally they also focus on understanding and assisting with local issues and this supports a very professional relationship between the two organisations.

Areas of Discussion:

- In relation to regional funding allocations:
 - This is subject to Home Office review. Kent is lobbying for a fairer division of funding.
- The NCA and Kent:
 - There is a command protocol for accountability when the NCA and Kent are working together.
 - There is a greater NCA presence in Kent because of the county's ports.
- Sharing of information:
 - A formal structure/protocol should be agreed between partners to prevent any concern surrounding the Data Protection Act and the exchange of information.
 - Cross channel interaction is supported by a good working relationship between Kent, France, Belgium and Holland and this is reinforced by Channel Tunnel legislation and the cross channel intelligence community.
- NCA successes:
 - Success does not relate solely to specific outputs but also to whether there is long term impact and understanding of a particular threat area and whether an operational response is put in place to manage that threat.
 - The NCA is due 50% (less any associated processing costs) of a cash seizure obtained during an investigation. Generally, during a joint operation an agreement is made between all agencies involved to share this.

Item 4: Mental Health Concordat

The Deputy Chief Constable summarised the supporting document. He confirmed that many of the issues already identified and addressed by the Force had subsequently been raised in the national Concordat. He believed this was very positive for Kent.

In addition to the elements from the Concordat which have already been delivered:

- The Force is currently using the Little Brook Suite in North-Kent as a location to take young people to be assessed for mental health issues. This is supported by a link to the Child and Adolescent Mental Health Service (CAMHS).
- From the 1 July the three night per week Street Triage pilot will be extended to a 24/7 service for a year.
- The Force has integrated the Concordat aspirations into working practices and training.
- The benefits of effective liaison:
 - Allow officers to be released more promptly to operational duties.
 - Prevent a member of the public from being detained unnecessarily.

The Deputy Chief Constable explained that work on the 'Local Concordat' which committed to improved service delivery in relation to policing and mental health was on-going. He advised it was complex because it would have

significant repercussions for the NHS beyond their inter-face with the police service. It was being looked at by the Kent and Medway Health and Wellbeing Boards, but discussion may go beyond the June/July goal.

Areas of Discussion:

- Financial sustainability and effective partnership working:
 - Long term, to be financially sustainable the Concordat must be integrated into our relationships which made the 'Local Concordat' more important.
 - Across Kent there are some very positive interactions between agencies and the cohesive working practices have resulted in efficiency savings for those involved.

Item 5: Code of Ethics Launch

The Deputy Chief Constable summarised the supporting document.

Kent Police have an Officer Profile Steering Group. This conducts an extensive profile of individual officers that attract a significant number of complaints. There are three tiers relating to the length of service and number of complaints.

- The extensive profiles are well evidenced.
- The Force currently has approximately 39 cases in the system.
- The Deputy Chief Constable chairs the Group and the Federation, Training, Professional Standards Department (PSD) and the Performance Improvement Unit (PIU) are also present. The Group will discuss what programme of work an individual needs to address any issues.

The Commissioner asked the Deputy Chief Constable to report back on the percentage of staff who modify their behaviour after the implementation of an Action Plan.

Returning to the Code of Ethics, it sets out the principles and standards of behaviour expected from all staff. There are nine specific principles that everyone should be able to demonstrate and rely upon – Accountability – Fairness – Honesty – Integrity – Leadership – Objectivity – Openness – Respect – Selflessness.

Areas of Discussion:

- The Code of Ethics:
 - The Force and the PCC have agreed that to embed the code, the Deputy Chief Constable will set up and chair an internal Ethics Committee and the Commissioner will hold an external Ethics Committee with members of the public involved. (An update will be provided at the next meeting). There will also be a comprehensive communication strategy with a number of forums involved.
 - The Chief Constable assured the Board that the processes around the Ethics Committee were open and transparent.
- HMIC Inspections:
 - HMIC will be visiting the Force about the embedding of the Code of Ethics in July as part of a national inspection. (An update will be provided at the next meeting).

The Commissioner commented that a lot of HMIC inspections had recently been undertaken and asked about the cost. The Chief Constable acknowledged the importance of inspections, and the need for there to be a balance with the huge amount of resource involved. He confirmed the Deputy Chief Constable was undertaking a piece of work to assess the inspection programme for the year ahead.

Item 6: HMIC Report on Domestic Abuse

The Commissioner acknowledged a report recently published by HMIC on domestic abuse and the positive comments about Force working practices within it.

The Chief Constable confirmed that the 'Kent' report noted a number of areas of positive practice and recommended improvements. He summarised the supporting document.

The Force has now:

- Progressed a programme of training on domestic abuse as a matter of urgency.
- Purchased digital cameras for officers attending domestic abuse incidents. (This is separate to the body worn camera initiative).
- Reviewed the current arrangements for the Multi-Agency Risk Assessment Conference (MARAC). The key points going forward are a governance structure to clarify accountability, training for the experts and the appointment of joint chairs to ensure consistency on cases if absences occur. This has gone to the Kent and Medway Domestic Abuse Strategy Group for implementation.

The Commissioner queried why the Chief Constable had stated that whilst significant progress had been made, there was one recommendation where this was not the case. The Chief Constable explained that the matter was being assessed to ensure a balance between the benefit of progression and expenditure, but that there would not be any impact on the quality service being provided.

Mr Nolan highlighted that HMIC conducted an inspection on the Force about an issue that in fact relied on multi-agency delivery, and asked if there was any requirement for those agencies to respond. The Chief Constable advised that the report is about the Force, but is shared with key partners and joint actions are delivered through the Kent and Medway Domestic Abuse Strategy Group. The Deputy Chief Constable commented that the report presented an opportunity to share best practice.

The Commissioner commented that she thought HMIC were planning another inspection focusing on the multi-agency response and the Chief Constable confirmed this was so.

Item 7: Financial Monitoring

The Chief Constable summarised the supporting document.

He highlighted the following points:

- The delivery of CSR1 and progress on CSR2 was positive.
- Despite being in a climate of identifying saving opportunities, officers and staff are still delivering a magnificent service.
- The 10,000 hours of officers' time saved (outlined at paragraph 15) is now 13,000.
- Whilst reducing demand, satisfaction levels for victims are increasing and no complaints have been made.
- For the last quarter, victim satisfaction was 90%.

The Chief Finance Officer commented that CSR1 was delivered early, partly because there was more certainty around the reduction each year and deadlines, and this certainty does not exist with CSR2. The Chief Constable confirmed this and clarified that the approach for CSR2 was completely different to CSR1. Front line visibility would be the very last area to be impacted, and consequently, if the savings could be delivered through other means the impact on the front line would be less. The Chief Finance Officer commented that scalable plans were a necessity because of the strong likelihood of continued grant cuts in 2016/17 onwards.

The Chief Finance Officer commented that there had been some discussion at a previous meeting about HMIC Value for Money Profiles and a challenge on the public order spend. The Deputy Chief Constable commented that the listing of Kent Police as an outlier was an administrative error because of an incorrect recording of police rest days. He confirmed that Kent Police were in fact middle ranking.

The Chief of Staff commented on a '*Savings Equalisation Reserve*' and requested that an early warning be given if it appeared that things were getting worse than anticipated. The Chief Constable confirmed that the system gave an early warning.

The Chief Constable confirmed HMIC had said that the leadership, governance of the financial planning and the modelling from the Force and the PCC was so positive it stands out from the national picture.

Areas of Discussion:

- The restructure:
 - Under the new police model, officers will now be deployed from Dover, Tunbridge Wells and Swanley. In terms of quality service, attendance to incidents in these areas will be more prompt, and there will be an improved relationship between the Force and these local communities.
 - The 13,000 saved hours will partly be used to offset the reduction of staff and allow investment in quality pro-active work, rather than reactive.
- CSR2:
 - If you took the £20 million and the current plans without finding any more savings from non-staff, potentially 100 police officers, 25 PCSOs and 190 police staff would need to come off the books.

Item 8: HMIC Report on Crime Recording and Performance Culture and Force Performance Update

The Chief Constable summarised the supporting document.

Performance culture:

The Chief Constable confirmed:

- The Deputy Chief Constable is leading a piece of work to determine what the quality performance measures will look like.
- An internal and external consultation has identified six broad themes that will shape the performance structure around quality service delivery.
 - COMMUNITY – Providing professional, efficient and visible services across Kent to ensure people feel safe.
 - VICTIMS – To provide a quality service with victims at the heart of everything we do.
 - OFFENDERS – To prevent and reduce repeat offending.
 - REDUCING THREAT, RISK AND HARM – locally and with external colleagues.
 - STANDARDS AND INTEGRITY – To ensure the delivery of service that people can trust.
 - SUPPORTED WORKFORCE – To ensure a happy skilled motivated workforce to deliver the themes.
- A full framework with scoring matrix is coming back for Chief Officer consideration at the end of June. The Commissioner said this should work very well for the next Governance Board and the Chief Constable agreed.

Areas of Discussion:

- Performance structure:
 - There was a link with the College of Policing and HMIC to allow advice and help around the structure.
 - A lot of forces were working on their own systems but not in the same format as Kent.
- Body worn cameras:
 - 400 were being purchased and there was a tactical plan for deployment.
 - The purchase of the software to retrieve, catalogue the footage for disclosure purposes and usage in court would pose more difficulty than the purchase of the cameras.
 - The body worn cameras would probably be deployed around night-time economy and domestic violence. The use within the public order and firearms areas was still being assessed.
 - The use of body worn camera footage within the court system may not be problem free, but work was on-going with the Kent Criminal Justice Board to enable implementation. There were positive parallels

with the Live Link system currently in use. Use within the justice system would reduce officer time at court, because the uncontroversial nature of the evidence would speed up trials and increase guilty pleas. The use of the body worn cameras would also modify behaviour and support the integrity of the force. Officers support the use of body worn cameras.

- The Strategic Assessment has been released to the officers and staff on the three districts/divisions. The headlines were:
 - Priorities identified for the year ahead – burglary dwelling - changing communities - violence against a person - and child sexual exploitation.
 - Secondary priorities are - Organised Crime Groups - terrorism and rape/sexual offences
 - Opportunities going forward – predictive policing - partnership working - getting more intelligence on gangs - seasonal crime trends - the victim centre and Track My Crime.

The Chief Constable commented that officers felt empowered to use discretion in the new model and the Commissioner asked for an explanation. He clarified that crimes are classified following an investigation to one of 18 equally weighted outcomes. Consequently officers did not feel there was a dictated method of resolution. HMIC support that officers feel empowered. The Chief Constable stated that HMIC were returning in September to attend a Culture Board.

Crime recording:

The Commissioner commented on the 96% accuracy rate being one of the best in the country and the Chief Constable confirmed from the 13 done so far, this appeared so. The Commissioner stated of the forces inspected, they averaged out at 80% as opposed to Kent's initial accuracy rating of 90%. She understood that some of the forces were significantly lower than that, and queried how you could compare the crime figures of forces with differing accuracy rates and the Chief Constable confirmed you could not. Some further discussion took place about the relevance of Most Similar Group (MSG) information. The Chief Constable expanded that what is important is to understand the management information, what the data means and to know where your threat, risk and opportunities are.

The Commissioner queried the benefit of the year on year comparisons produced by HMIC until all forces had the same rate of accuracy. The Chief Constable responded that the year on year comparison would not begin until September 2014 when 12 months of the new data was available. He expanded that when all forces had corrected their crime recording and the new data was assessed he believed the crime figures would go up.

The Chief of Staff asked the Chief Constable if he could see a dawning realisation nationally that this is the case within the policing world. The Chief Constable confirmed so. Smaller forces would struggle with the investment to put it right, but the necessity to do so was understood.

The Commissioner confirmed she had written to Tom Winsor and Damien Green because she was concerned about the public perception when the results of the HMIC inspection conducted under the historic data was released. She confirmed that Mr Winsor would be visiting and that HMIC were to return to do a full review under the new data. The Chief Constable confirmed this was so.

Performance Update:

- Victim satisfaction is now at 90% (breaking this down - burglary 95%, vehicle crime 90%, violent crime 85%).
- Anti-social behaviour victim satisfaction is at 81% so still very high.
- Public satisfaction is at 81% with the last two quarters being the highest on record.

Areas of Discussion:

- Clarification of the supporting document:
 - Paragraph 15b, the second sentence related to there being focus on both the crime type and offender. Shoplifting offenders also perpetrate other crimes. The prolific offenders go into the Offender Management Programme and get bespoke attention from us and our partner agencies. While it may be considered a low level matter, if not dealt with effectively, it can be the foundation of other crimes.
- Accuracy rates:
 - There is not a risk at the present time to the sustainability of maintaining the crime recording accuracy rate because of the £140,000 a year investment. However the current system is resource intensive and needs to be reviewed. The Deputy Chief Constable and Head of Corporate Services are undertaking a piece of work to ascertain what other good crime recording systems are utilised nationally with a view to informing a sustainable solution.
 - There is currently no confirmed acceptable benchmark. If this was set at 97% it would have huge investment implications, especially to forces with low accuracy rates. The Commissioner commented that HMIC had said 90% was not good enough, but would not clarify the expectation. The Deputy Chief Constable did not see that this would be specified until the results of all the inspections were known.

Item 9: Update on Significant Operational Matters (Verbal)

Operation IKON: The biggest operation in Kent over the last few years and very successful. Over 400 police officers, 60 National Crime Agency and 53 Social Workers dealing with child exploitation and modern day slavery were involved. A number of young women had been returned to care or their families.

Operation TRIVIUM: A five day nation-wide operation tackling foreign criminals using the roads. A bespoke list of questions was used to identify new emerging communities and get intelligence, support, trust and confidence from those local communities. The operation involved a close working relationship with the UK Border Force, during which 96 people were arrested for various offences including dangerous driving, shoplifting and drug related crimes.

The Policing Model: Overarching message from the staff is that they cannot wait for implementation and are extremely positive. The Commissioner asked how many officers or staff were unhappy about the change and the Chief Constable confirmed very few.

The final figure of the 13,000 hours saved equates to 24 Officers. Projecting this forward and if run for about a year and the crimes involved were increased, this will be a notional saving of £1.1 million.

Crown Court cases: Two successes involving high profile murders with significant terms of imprisonment handed down.

Closure

The Commissioner thanked the attendees and said the next Agenda would include rural policing, HMIC 'Valuing the Police' Inspection, and the roll out of the new Policing Model. The Chief Constable confirmed the Deputy Chief Constable could also report on the Performance Framework and the Commissioner agreed. The next meeting is scheduled for 26th August 2014.

