

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 November, 2014, at 11.00 am** 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 Police and Crime Panel held on 9th September 2014 (Pages 3 - 8)

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

- B1 Impact of the Youth Commissioner (Pages 9 - 14)
- B2 Progress with the local Mental Health Concordat (Pages 15 - 18)
- B3 Update on the new Policing Model (Pages 19 - 20)
- B4 Annual Accounts 13/14 and Annual Report 13/14 (Pages 21 - 34)

C - Commissioner's Decisions

- C1 Commissioner's Decisions - September 2014 (Pages 35 - 36)
- C2 Commissioner's Decisions - October 2014 (Pages 37 - 38)

D - Panel Matters

- D1 Future work programme (Pages 39 - 40)

E - For Information

- E1 Minutes of the Commissioner's Governance Board meeting held on 26th August 2014 (Pages 41 - 50)

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 October 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 Tuesday, 9 September 2014.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr P Clokie, Cllr P Todd, Cllr L Wicks, Cllr R Turpin, Cllr P Fleming, Cllr M Dearden, Cllr M Rhodes, Mr R A Latchford, OBE, Mr G Cowan, Cllr K Pugh (Substitute for Mr A H T Bowles) and Mr Dan McDonald

ALSO PRESENT: Mrs A Barnes, Mr M Stepney, Mr S Nolan, Ms L Steward and Ms C Gatward

IN ATTENDANCE: Mr S Beaumont (Head of Community Safety and Emergency Planning) and Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

100. Minutes of the Meeting held on 24th July 2014

(Item 4)

1. The Chairman raised a matter arising relating to a question from the last meeting regarding the applications by the Commissioner to the Police Innovation Fund to support purchasing new technological equipment. The Commissioner stated that the matter was still being explored and that a more detailed update with the outcome could be provided at a later date.

RESOLVED that the minutes of the meeting held on the 24th of July 2014 be approved as a correct record and that they be signed by the Chairman.

101. Victim Services

(Item B1)

1. The Commissioner provided a detailed overview of the Victim Services paper, explaining that the various elements were all too important to be summarised.
2. The Commissioner explained that presently, the Ministry of Justice (MoJ) commissions a 'one-size-fits all' service from the national charity Victim Support. As of October 2014, funding and the responsibility for commissioning victim services will be devolved to Police and Crime Commissioners though the current contract with Victim Support does not expire until March 31st 2015.
3. In August 2014, the Commissioner decided to utilise the Old Court Building in Ashford for the Victims' Centre, with this decision based on a scoping of the options. The concept of a Victims' Centre had been developed by partner agencies through a multi-agency design event which was sponsored by the Commissioner. This work was also importantly, influenced by discussions with

victims to ensure that their views and experiences could be kept at the heart of developments.

4. Some important gaps in the victim support processes that were identified through this event included lack of focus on the victim as an individual, no shared standards across agencies, poor data sharing, too much emphasis on the offender for managing trigger points, no central point of contact for victims and no efficient database or management system.
5. This process has been guided by a needs assessment provided by Portsmouth University which closely examined victim experiences and current service provision.
6. The Commissioner stated that she welcomed the devolution of commissioning victim services to PCC's as it presented a 'once in a lifetime opportunity' for better local control and tailoring of services.
7. Some key issues raised by the report included the need for SPOCs as victims did not want to have to speak to numerous agencies and people.
8. The Commissioner stressed that it was understood that the needs of the victim must always come before the needs of service.
9. The Commissioner explained that the programme for developing the new model is taking place in two phases. Phase one is the transition of control from the MoJ to the Commissioner and will include initial commissioning of Victim Support, the current contract holder, for a further year starting in April 2015. This will allow continuity of service as well as the opportunity to adapt their existing services to more appropriate locally tailored delivery. A key improvement early on will be the co-locating of victim services with Kent Police's own Witness Care unit in the new Ashford site.
10. While the existing provider will continue to provide services, this allows enough time for all the relevant partner agencies to work together to agree the best system for long term victim care in Kent, identifying appropriate specialist services for commissioning and to understand the complexities of how the various agencies interact and where this may create gaps.
11. The refurbishment of the Ashford site will be funded by through the funds provided by the Ministry of Justice. This refurbishment will ensure the building it is fit for purpose and in a high quality state for the commencement of service while still reducing overall expenses by using existing police estate.
12. The Commissioner explained that while a lot of attention had been paid to getting the Kent Victim Centre in Ashford right, it was important to note that this would serve as a co-ordination centre and that outreach work and engagement with other local services around the county was expected in the future.
13. Phase 2 will focus on bringing all the appropriate Criminal Justice Sector Agencies and support providers together to design and agree the best possible model. So far there has been good partnership working and buy in from the relevant agencies and Kent's Chief Constable is fully supportive of the project.

14. The Commissioner commented that this has all been achieved against a background of extreme financial challenge which makes the successes so far, that much more worth emphasising. The Commissioner concluded her overview by reiterating that all the current evidence indicates that this new model of local control of victim services is an excellent opportunity to improve the experiences of victims in Kent.
15. The Chairman thanked the Commissioner for her overview, commenting that it was positive to hear that consideration had been given to outreach work and satellite provision. He requested clarification on whether these would be managed by Victim Support or if the Victim Centre would engage with existing support networks such as the District based One Stop Shops which provide multi-agency support particularly in the area of Domestic Abuse. The Commissioner explained that the Victim Centre, in its capacity as a base for victim support services, would signpost and refer appropriate individuals to the most suitable service which in many cases could include their local one stop shop.
16. Several Members questioned the Commissioner on the issue of centralisation versus local control and that while the benefits of a centralised unit were recognised, information sharing and joint best practice, it was stressed that victims should not be expected to travel to access these services. Concerns were raised that the Ashford location would be designed to suit the needs of professionals rather than victims.
17. The Commissioner challenged these assertions, explaining that the Victim Centre would have excellent facilities for those victims able to access them on site but would maintain a flexible approach to referring and engaging with victims to more local services to minimise travel and disruption, effectively fulfilling the role of a co-ordination Centre.
18. Mr Stepney added that the current strategy is designed to result in the best possible 'middle way' between centralised but high quality services and disparate, accessible services that have historically suffered from lack of corporate support. This approach would require extensive partnership working and inter-agency co-operation through operating agreements and formal commitments. The co-designing of the service was important as none of the agencies have the power to dictate to the others about how to deliver their services but discussion and pre-implementation agreements are resulting in a best compromise outcome.
19. The Vice-chair suggested that the Victim Centre's project board could benefit from Police and Crime Panel Member involvement and the Commissioner agreed that this would be explored.
20. Members sought clarification on the lack of specific mention in the reports of supporting victims that were children and young people. The Commissioner responded by explaining that this gap had been identified and was being addressed in the new plan.
21. Members stated that they believed this was a good opportunity to examine the current contract held with Victim Support and to consider whether it achieves the following key outcome; will the first referral result in the victim being advised

appropriately about which services they can access and that they are directed to the most suitable one? The Commissioner explained that the Portsmouth research has provided a map of service provision that will be used both to assist with referrals in the first instance but also help identify gaps that will be addressed through commissioning further services, potentially with our partner agencies.

22. The Commissioner agreed to share the service map provided by the Portsmouth Research with the Members.
23. The Commissioner advised the Panel that she was aware of an increase in demand for victim services of the following types; sexual abuse of men, support for children and young people and hate crime. These increase areas have been noted and will be addressed as the plan continues to evolve.
24. The Commissioner could give no assurances that the new system would prevent all serious issues (references made to the Rotherham Child abuse issue) but stated that she was confident that the Victim Centre was a positive piece of work that would improve the support for all victims of crime.

RESOLVED that the Panel thank the Commissioner for her report; that the report be noted and that the Panel note the Commissioner's offer to consider Panel membership of the Victim Centre Project Board and to share the Portsmouth research with the Panel.

102. Commissioner's Correspondence *(Item B2)*

1. The Commissioner introduced the paper outlining the level of correspondence received and managed by her office. The Commissioner explained that it was important to look beyond the figures and consider the complexities and detailed decision-making involved in effectively managing all the different types of correspondence received.
2. The Commissioner explained that all correspondence had to be responded to effectively; this meant that it was not a simple matter of a response being sent back and that a significant amount of case management was involved. This could take the form of making suitable referrals to the appropriate partner agency or Kent Police and then either using the response provided to update the member of the public, or following up subsequently to confirm that appropriate action has been taken.
3. The Commissioner explained that given the emotive and complex nature of the criminal justice system, her office regularly deals with irate members of the public, some of whom are bringing repeat or vexatious complaints to her attention, which have already been addressed appropriately through the accepted protocols. In addition, a number of callers and correspondents experience mental health issues which can require careful handling by the officers. This has prompted her staff to undergo further training in effective communication, and also some have been specifically trained on understanding mental health conditions. The Commissioner highlighted this as an example of how well her staff has managed the complexities of ongoing communication with the public on policing issues.

4. The Commissioner was positive about the role her office plays in being a conduit for information and referrals to appropriate services and partner agencies and was confident that her office handled the sizeable and complex correspondence well.
5. The Commissioner expressed her gratitude to the public for corresponding with her office and to her officers for their exemplary professionalism in dealing with the large amount of correspondence and telephone enquiries that required careful management and swift action.
6. A Member raised a concern regarding the risk of inappropriately labelling correspondents as vexatious due to calling repeatedly. Laura Steward, OPCC Head of Standards and Regulation, explained that the individual was not labelled as vexatious or repeat but rather the issue they raised, if appropriate, could be deemed to be so. This was only the case where complaints or issues were repeatedly raised after they have been appropriately addressed or were being dealt with by another agency and further action by the Commissioner or her office would be inappropriate.
7. A discussion took place in which members questioned the accuracy of the initial report that claimed that the PCC's office dealt with 9000 pieces of correspondence when officer investigation had suggested that 76% of this was immediately referred to Kent Police for handling.
8. Firstly the Commissioner and her Chief of Staff explained that, the 9000 figure did not include daily email communications as part of normal business but referred instead to direct contact from the public and relevant partner agencies relating to specific issues requiring action.
9. Secondly, when it was suggested that the Commissioner's office only dealt with 24%) of her correspondence, the Commissioner stated that while it was often the case that the correspondence related to operational matters and as such had to be referred to the Force, the OPCC still had to review and confirm this in every case which took up staff time and involved research, and the member of the public was always contacted by the Office. In addition, all referrals were followed up with residents by the OPCC to confirm that appropriate action had been taken by the Force or other partner agency. Mr Stepney stressed that while the OPCC may not take direct action on all correspondence, significant work was undertaken to ensure that any concerns expressed by those communicating with the OPCC were appropriately addressed.
10. A Member referenced one of the purposes of Police and Crime Commissioners in terms of the need to make policing more democratically accountable, suggesting that a good method of improving wider involvement in the management of public complaints would be to ensure information is made available that categorises the complaints and correspondence received by the Force and the Commissioner's office in a manner that gives a good indication of the key issues and developing trends.

11. The Commissioner agreed that having an effective system of categorising and managing complaints is vital and assured the Panel that such a system was in development.
12. Laura Steward explained that the main type of complaint against the Force was 'Other neglect or failure in duty' in terms of crime investigations or not keeping victims updated. Ms Steward stated that the Force was aware of this trend and that action was being taken by the Force to identify root causes and address any significant issues.
13. The Commissioner explained that her office discusses police complaints with the Independent Police Complaints Commission (IPCC) on a regular basis to ensure shared understanding of key trends and issues. The Commissioner also clarified that her office may only refer complaints to the IPCC if they are against the Commissioner or the Chief Constable, and meet the relevant criteria. All other police complaints are dealt with internally through the Force's Professional Standards Department or referred to the IPCC by the Force if required.
14. Laura Steward further commented that resident dissatisfaction issues raised with the Commissioner's office are referred to the Force but are followed up thoroughly through the OPCC's case management system.

RESOLVED that the Panel thank the Commissioner for her report and note its contents.

103. Future work programme
(Item D1)

1. The Vice-chair suggested that the Commissioner discuss the planned Ethics Committee at a future meeting. The Commissioner agreed to this.
2. The Chairman suggested that the Commissioner discuss the matter of the Victim Centre again next year to review progress. The Commissioner agreed to this.

RESOLVED that the Panel will receive reports on the Ethics Committee and the Victim Centre at future meetings.

104. Panel Communications Strategy
(Item D2)

RESOLVED that the Panel agree the updated communication protocol.

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Impact of the Youth Commissioner
Item & Date: Item B1, 4 November, 2014

Executive Summary:

The Youth Commissioner commenced her year-long role in March 2014. The role was envisaged to engage with young people across the county to better understand their policing needs, opinions and advise the Police and Crime Commissioner on young people's issues.

During her placement, the Youth Commissioner has engaged with a number of young people seeking their views on policing and staying safe. This has included, researching youth provision across the county, speaking with partners about youth services and partaking in youth programmes - leading and mentoring young people.

The Youth Commissioner will be producing some recommendations at the end of her time working for the Commissioner. Emerging themes may touch on training, police presence and making policing related information more accessible to young people. The Police and Crime Commissioner will carefully consider the Youth Commissioner's recommendations for possible inclusion in her the 2015/16 Police and Crime Plan refresh.

Introduction:

1. This paper explains the work of the Youth Commissioner and discusses some of her initial findings.

Background:

2. Kent's Youth Commissioner, Kerry Boyd, was appointed in December 2013 and commenced work following the completion of her studies in March 2014. The role was envisaged to undertake the following broad functions:
 - Being a knowledgeable link to the Police and Crime Commissioner in all matters related to young people and their involvement with Kent Police.
 - Engage with young people across the county to better understand their policing needs, issues and deter young people from committing crime.
 - Produce briefings and reports on key youth related issues, evidencing the work they have undertaken, providing information to be taken into account in the formulation of the Police and Crime Plan.
 - Being the countywide youth lead for being safe online.
 - To work closely with Kent Police personnel on the delivery of education packages for young people.
 - Work with local charities and local authorities on youth intervention issues.
 - Undertake a range of additional duties and responsibilities commensurate with the development nature of this role.

3. As part of the induction programme, the Youth Commissioner spent six weeks seeing how various aspects of Kent Police worked, as well as visiting and speaking to partner agencies and undertaking training to prepare her for the role. In early April 2014, she commenced the role formally as Youth Commissioner, attending various youth related engagements and force functions.
4. In early June, following an unexpected matter arising, the Police and Crime Commissioner took the decision to re-focus the role. While the aims and objectives – broadly to advise the Police and Crime Commissioner on matters affecting young people in Kent remained the same, the Commissioner wanted to safeguard the Youth Commissioner by temporarily removing her from public engagement and finding another means for her to undertake her work in a safe and secure environment.
5. As part of the re-focus for the role, the Youth Commissioner undertook a three month secondment at CXK. CXK is an Ashford based charity that supports young people in the South East to develop their skills, raise their aspirations and encourage them to reach their full potential. CXK were chosen as they ran a number of programmes with a variety of young people, from a range of backgrounds. The secondment would allow the Youth Commissioner to undertake a dual role of gaining views on policing priorities from young people, along with collating feedback from those who use the CATs (Community Activity Team) service and generating a recommendations report for CXK.

Summary of engagement and research work

6. The following provides a snapshot of the engagement and research work the Youth Commissioner has undertaken since taking on the Youth Commissioner role:
 - **National Citizenship Programme** - The NCS Programme is aimed at 15-17 year olds. They come from a variety of backgrounds, and during the programme, they take part in social action projects and build skills for work and life. The Youth Commissioner was a team assistant over the summer programme and attended two residential courses, leading, coaching and mentoring young people. In the final two weeks of the programme the young people planned, prepared and delivered 30 hours of social action within their local community, under the guidance of team leaders. As an intensive four week programme, the Youth Commissioner gained a rich and qualitative insight of the different cultures that the diverse team of young people inhabited. By building a rapport with the young people over an extended period she could challenge their views, understanding and opinions of society and modern life. This further aided the Youth Commissioner to making informed recommendations to the Police and Crime Commissioner.
 - **One-off engagement events** – The Youth Commissioner has attended a variety of one off engagement events. These include:
 - Status events – Status are a partnership who run events for young people with a focus on enjoying themselves and staying staff. The Youth Commissioner engaged with young people attending Status evenings in Thanet and advised on the planning and design of future events to the Partnership Board.
 - During induction, the Youth Commissioner attended two YAG (Youth Advisory Group meetings) in Shepway and Ashford to learn about how the youth provision provider share good practice.
 - On joint engagements with the Police and Crime Commissioner –

- The Youth Commissioner supported the Soroptimist group in their Giftbox campaign in Chatham, to raise awareness of human trafficking in the South East,
 - Spoke to North West Kent College public service students and
 - Attended a youth conference by Youth Engage where she proactively engaged with the audience to hear their views on the local area and specific policing issues.
- Safety in Action Day- The Youth Commissioner saw how multiple agencies work together to deliver workshops to pupils in Year 6 so that they learn how to be safe and feel prepared for going into Secondary school.
- Youth councils/parliaments Kent Youth County Council - Ran a workshop whereby the young people were rotated to different 'thinking stops' to give their views on; impression/relationship with the Police, Information/Communicating with the Police and community safety. Afterwards all the members came together and the Youth Commissioner led discussion on the issues raised in the group work. At Medway Youth Parliament, the Youth Commissioner held a two-way question and answer discussion with the members to hear their views on Policing in Medway and to answer their questions about the Youth Commissioner role.
- **Youth provision across the county** – The Youth Commissioner has been researching the provision of youth services across Kent to better understand the 'map' of youth issues in the county. This includes:
 - Visiting Community Safety Units across the county to establish where there are gaps in provision on a local level within each district; such as areas of high crime, ASB and gain an understanding of the most common issues that affect young people both as perpetrators and victims in that district.
 - Site visits to see what facilities/areas are available that may not already be targeted by CXK.
 - Visiting Kent Integrated Adolescent Support Services (KIASS) hubs to see where their static and detached provision is taking place and consider overlaps with existing youth services and what areas are potentially being missed.
 - Producing a report summarising key issues within districts as well as gaps for CXK to inform future service design.
 - As part of the visits, the Youth Commissioner has engaged with young people in schools, pupil referral units and youth centres to gain an understanding of how the young people felt about policing and the community they live in.
- **Visit CXK provisions in Aylesham and Dover** – The Youth Commissioner did an assessment of CXK youth provisions in Aylesham and Dover to inform future service design. This work included:
 - Visiting and speaking to staff and young people to see how the provisions are run and how the young people interact and engage.
 - Carry out an activity survey to find out what the young people liked and disliked about the current provision to inform CXK's programme of continuous improvement.
 - Data from the surveys was collated to provide information and produce findings within a recommendations report for CXK.

- **Social networking** – the Youth Commissioner has maintained an active social media presence throughout her placement on Twitter and blogs published on the Police and Crime Commissioner's website.
- **Training** – As part of her professional development, and to inform her research recommendations, the Youth Commissioner has undertaken the following training as part of her placement:
 - Attended the training/raising awareness session run by Karma Nivarna focussing on forced marriages and honour based violence.
 - Child abuse/exploitation - Attended a showing of "Hooray for Hollywood" puppet film in Gillingham.
 - E-safety training
 - A week long intensive initial teachers training course
 - Stalking & harassment awareness training.

Emerging recommendations

7. The Youth Commissioner has amassed a rich evidence base and will be making recommendations on policing and young people. Once complete, the Police and Crime Commissioner will consider the recommendations with a view to including some or all in her 2015/16 Police and Crime Plan which is currently being refreshed. The following provides a summary of the themes or areas she has been exploring:
 - **Training and engagement with young people** - The Youth Commissioner has been exploring whether there are opportunities for changes to be made to the training syllabus for police officers and PCSOs to expose them more to young people and break down any stereotypes they may have.
 - **Online policing information** – As part of the future refresh of the Kent Police Website, the Youth Commissioner has identified a number of enhancements that could be made to make the website more accessible and include content considered more relevant for young people.
 - **Access to policing services** – The Youth Commissioner has been discussing with young people around the county and how they access police services. As a result she is carefully considering how young people report crime and whether some additional awareness raising on this area may be required with young people.
 - **Anti-social Behaviour (ASB)** – The Youth Commissioner is interested to understand whether young people understand what types of behaviour are classed as ASB and what impact it has on the community. She is considering whether there are programmes that could be put in place for young people to better understand what constitutes ASB and be better informed of its impact on the community.
 - **Linking in with youth programmes in the county** – During her placement, the Youth Commissioner worked with the National Citizen Programme. She has been exploring whether there are opportunities for the police to become involved with this programme (and/or other similar programmes in the county) to raise awareness of policing and safety issues with young people.

Next steps

8. The Youth Commissioner has completed her secondment at CXK. She will be using the remainder of her placement to continue working on her report findings, speaking with young people and undertaking some public engagement.
9. The Police and Crime Commissioner will carefully consider the Youth Commissioner's recommendations for inclusion in her the 2015/16 Police and Crime Plan refresh.

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Progress with the Mental Health Concordat
Item & Date: Item B2, 4 November, 2014

Executive summary:

This paper summarises the progress that Health and Kent Police have made towards the delivery of the Mental Health Concordat. Due to significant work that has been undertaken, people suffering mental health illness who happen to come into contact with the police or other agencies, will experience a far more effective and joined-up level of care.

The Mental Health Concordat redefines the core responsibilities of health, police and other agencies in providing care for people experiencing a mental health crisis. The Concordat has been signed at a national level and Kent is in the process of developing a local version. Prior to the introduction of the national Concordat, Kent Police and partners were already significantly ahead of the game having put in place a number of measures to address concerns the Concordat is seeking to resolve.

A regional launch event was held in Surrey on 14 October, and a newly established Kent and Medway Mental Health Crisis Concordat Steering Group will convene on 12 November.

The Police and Crime Commissioner will maintain oversight of delivery of the local Concordat through representation at the Steering Group, the Governance Board, regular updates from senior officers and her influence with wider (non-policing) stakeholders.

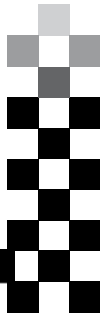
Introduction:

1. A national *Mental Health Crisis Care Concordat* was published by the Department of Health in February 2014. It is supported by a broad range of partner agencies including Police and Crime Commissioners, Directors of Public Health, Clinical Commissioning Groups and NHS England.
2. The Concordat redefines the core responsibilities of health, police and other agencies in providing care for people experiencing a mental health crisis. There is also an expectation that each force area in England will have a Local Concordat by December 2014.
3. The Commissioner's support for this area of work links directly to the "*Improving the health and wellbeing of our communities, particularly tackling mental illness*" and "*Meeting national commitments*" priorities in the Police and Crime Plan.
4. The Concordat seeks to address a range of concerns that have previously been raised at national level across a number of force areas:
 - Ambulance transportation for patients detained under Section 136, Mental Health Act 1983.
 - Challenging the use of police cells due to bed shortages.
 - Allowing the admission of intoxicated patients to mental health suites.

- Providing an in-county place of safety for children.
 - Training for police officers and staff.
 - Interagency information sharing.
5. Prior to the Concordat being signed, Kent Police (in consultation with the Commissioner's Office), had already put in place a range of measures to address the above issues:
- A monthly strategic Policing and Mental Health Partners' Meeting. This brings together director-level managers from the Approved Mental Health Practitioner Service, Clinical Commissioning Groups, Adult and Child Mental Health Service Providers, Public Health and the Clinical Quality Commission. This meeting focuses on key and enduring problems.
 - A sub-group of the Partners' Meeting focussing on delivery of the Concordat.
 - A Mental Health Gold Group (chaired by ACC Central Operations) to deliver an ambitious Tactical Delivery Plan. The plan already mirrored most of the Concordat aspirations.
 - Divisional Section 136 oversight meetings, bringing local police and relevant managers together to resolve problems.
 - Nominated Force 'Single Points of Contact' for every statutory mental health facility in Kent.
6. Locally, Commissioners are instrumental in ensuring their local action plan is agreed and delivered. This is achieved by supporting and holding their force to account for operational delivery as well as using their influence with partner agencies to ensure collaborative arrangements work.

Local Concordat Progress:

7. Originally a Concordat sub-group was convened reporting to the 'Policing and Mental Health Partners' Meeting'. However, following representations from Health it was clear that the Concordat aspirations were far wider than the Terms of Reference of the original partnership and other activity was taking place in an un-coordinated way which was slowing progress. Following a review in September 2014, the meeting was re-launched as the 'Kent and Medway Mental Health Crisis Concordat Steering Group' in order to bring greater focus and co-ordination around delivery. Terms of Reference have been redrafted and membership refreshed with the first meeting scheduled for 12 November.
8. The first priority is to ensure that all stakeholders' sign up to a local Concordat Declaration with an expectation that one will be in place by the end of the calendar year. Currently only five have been agreed nationally.
9. There appears to be a gap around Governance beyond the Steering Group and representations have been made to the chair of both Kent and Medway Health and Well Being Boards to ensure Concordat development features as a standing agenda item. This work is still being progressed under the direction of ACC Central Operations.
10. Progress in delivering the local Concordat in Kent is going well, with a number of aspirations already being met. These include:
- A 'Place of Safety and Assessment Suite' for young people in the county which previously had not been commissioned.
 - The initial Street Triage Pilot part funded by the Commissioner and extended to 7 days a week since September. This has ensured a mental health nurse is available to offer tactical advice to officers, enabling them to make better informed decisions around utilising Section 136 powers and thus, improving relationships and understanding between police and health practitioners. The



patient experience has also improved as a more informed decision is made at the scene and alternatives to S136 detention are explored. The pilot has proved the value of bringing existing services together to alleviate pressures and provide a seamless service for users. A regional meeting is planned for 28 November to explore alternative models in order to implement a more sustainable solution in the next financial year.

- The Head of Health and Justice Commissioning for the South East has agreed to fund an increase in capacity of Community Psychiatric Nurses (CPNs) to extend their coverage from 0800 - 1600 6 days a week, to 0800 - 2000 7 days a week. CPNs support custody officers and Forensic Practitioner Nurses in providing advice, triaging and facilitating Mental Health Act assessments for detainees.
- To complement the mental health awareness DVD developed in partnership with the lead consultant psychiatrist from Kent and Medway Partnership Trust (delivered through mandatory, annual Officer Safety Training), the Force is working with Oxford University and the Kent and Medway Partnership Trust to develop bespoke guidance for custody staff.

Comparative Data:

11. Whilst there is no readily accessible national comparative data, a useful comparison has recently been undertaken with Thames Valley Police and revealed the following, which identifies clear areas of focus for both forces:

	Kent Police Area	Thames Valley Police Area	Concordat Statement
% of S136 detentions that have to be taken to police cells	7.7% (highest for 4yrs)	10%	<i>Police officers should not have to consider using police custody as an alternative just because there is a lack of local mental health provision, or unavailability at certain times of the day or night.</i>
% of S136 detentions that result in police transportation	50.8%	90%	<i>Police vehicles should not be used unless in exceptional circumstances, such as in cases of extreme urgency, or where there is a risk of violence. As mentioned above, caged vehicles should not be used.</i>
Number of times dedicated mental health facilities have required police assistance	599	555	<i>There should be a clear local protocol about the circumstances when, very exceptionally, police may be called to manage patient behaviour within a health or care setting. In these cases, mental health professionals continue to be responsible for the health and safety of the person.</i>

Oversight:

12. The Commissioner will maintain oversight of the local Concordat delivery through representation at the newly formed Steering Group, through the Governance Board, regular updates from senior officers as well as her influence with wider (non-policing) stakeholders.

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Update on the new Policing Model
Item & Date: Item B3, 4 November 2014

Executive summary:

Local policing model went 'live' on 24 June 2014 and included.

- The creation of a new asset with 13 Community Policing Teams.
- The merger of Central Response, Neighbourhood Policing and Custody under the command of local District Chief Inspectors (Superintendent in Medway).
- The movement of additional resources to Dover, Tunbridge Wells and Swanley.

Introduction:

1. This report has been commissioned for the Kent Police and Crime Panel and is intended to provide an overview of the changes to the local policing model.
2. Given the largely operational nature of the information contained within this report, the Office of the Police and Crime Commissioner would like to acknowledge the assistance of Kent Police in preparing this report.

Background:

3. The local policing model went 'live' on 24 June 2014. The model brings together the previously separate commands of Central Response, Neighbourhood Policing and Custody under the command of local District Chief Inspectors (Superintendent in the case of Medway). The model has created Community Policing Teams for each District, an additional asset to tackle persistent or problematic crime and ASB.
4. The changes to the model involved over 1,500 officers. The design gives greater flexibility to local commanders in deploying resources to local problems and provides additional resources locally to respond to calls for assistance. It has also increased the policing presence in the Districts of Dover, Tunbridge Wells and Swanley.
5. The Force shift pattern was amended to ensure better coverage of officers to meet local variations in demand. This change has been positively received.
6. The logistical effort of selecting and posting officers, moving equipment, transferring vehicles and ensuring the IT was effective all went according to plan and without incident. Significant movement of equipment and changes to the command and control system took place overnight prior to 'go live'. This was to ensure that when officers reported for duty at 07:00 am they were able to respond to the policing challenges of their first shift under the new model.
7. The 'go live' implementation went very smoothly. The first emergency call under the new model was to a dangerously abandoned vehicle on the A20 at Swanley. This was responded to by a local patrol from

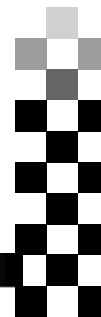
Swanley police station, whereas under the previous model a Central Response patrol would have been resourced from Tonbridge with a longer journey time.

Benefits:

8. The local policing model delivers a range of benefits for residents and visitors to Kent including:
 - Locally based officers policing communities and developing greater knowledge of issues and criminality.
 - A local senior officer with responsibility and accountability for policing the District or unitary authority.
 - A new Community Policing Team to tackle persistent and problematic issues.
 - Greater flexibility in the resources available to the local commander to tackle issues and criminality.
 - An increase in the number of sergeants to enhance local supervision.
 - A more integrated Community Safety Unit working with local partners to tackle persistent and problematic issues.
9. There has been early positive feedback on how the model has improved service delivery both from a public and officer perspective:
 - From the public there has been positive feedback in the way incidents are investigated and particularly the reduction in handovers between officers. This has improved the quality of service and time taken to investigate offences as officer continuity is maintained throughout the process.
 - From an officer perspective, local District Commanders have commented on the benefits of having all of the assets under their command to tackle crime and ASB. Sergeants and Inspectors have spoken of the empowerment that has come with the new model and the breaking down of 'silo' working. Officers and staff have stated the opportunity to work as a larger single team has increased their ability to provide a better service and to be more proactive in tackling criminality.
10. The Commissioner has also been undertaking a programme of engagement with District Council Leaders. Discussions during these meetings also include the new policing model, with positive feedback being received.

Conclusion:

11. The policing model ensures the joint vision of the Chief Constable and the Police and Crime Commissioner is realised by retaining neighbourhood policing as the bedrock of policing in Kent, whilst ensuring the Force is able to realise its savings target. Savings have been realised at senior ranks through the merger of three commands and some of this has been reinvested in additional sergeants and the new Community Policing Teams.
12. The policing model also provides flexibility to respond to any further reductions in budget whilst ensuring neighbourhood policing remains as the bedrock of policing in Kent.



From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent Police and Crime Panel
Subject: Annual Report 2013/2014 and Accounts 2013/2014
Item & Date: Item B4, 4 November 2014

Executive Summary

This report introduces the Annual Report from the Police and Crime Commissioner and the accounts for 2013/14.

Annual Report 2013/2014

1. Attached at appendix A is the Police and Crime Commissioner's Annual Report for 2013/14. It meets the legislative requirement for such a statement by documenting the progress made between 1 April 2013 and 31 March 2014 in meeting the objectives within the Police & Crime Plan.
2. Particular highlights to draw to the Panel's attention are the achievements under the visible community policing section and activities to support placing victims and witnesses at the heart of processes.

Accounts 2013/2014

3. The Annual Report on-line provides links to the annual accounts. Those accounts run to over 100 pages in the normal way and can be found on <https://www.kent-pcc.gov.uk/spending.html>. For the purpose of this report, attached at Appendix B, is the Foreword to the accounts. Overall, the accounts show an underspend for 2013/14 and these have been applied to bolster various reserves.
3. Our External Auditors, Ernst and Young, have issued an unqualified opinion for 2013/14; in respect of both the accounts and the broader approach to securing value for money.

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Appendix A

Annual Report

2013-2014

Commissioner's Introduction

Welcome to my 2013-14 Annual Report, which provides you with information regarding the work that has been done over the past year (April 2013 – March 2014) to deliver on the priorities in the Police and Crime Plan. At the core of that plan were the twin aims of visible community policing and putting victims and witnesses first. The purpose of this Annual Report is to show the progress against the priorities for 2013/14. Despite the financial challenges faced by Kent Police, which are set to get worse, the officers and staff have worked tirelessly to maintain and where possible improve the first class service they provide to the people of Kent. Time and again I am impressed by their dedication and professionalism, and I would like to take this opportunity to pay tribute to each and every one of them, as so often, the excellent work done by police officers and staff goes without comment.

My Police and Crime Plan priorities do not just cover the work of Kent Police but also partners involved in criminal justice and community safety in Kent. These partners are also pivotal in helping to secure reductions in crime and anti-social behaviour (ASB) and reducing the number of victims that experience crime or ASB. Progress during 2013/14 in this area is also set out within this Annual Report.

Ann Barnes

Police and Crime Commissioner for Kent

Overview of Progress

This first full year of activity by my office (Office of the Police & Crime Commissioner) has focused on building solid foundations to support the achievement of the objectives in the Police and Crime Plan. The OPCC and Kent Police have engaged with the public, service professionals and other stakeholders regarding all aspects of the policing landscape.

Key highlights for 2013/14 include:

- Recruitment of a new Chief Constable.
- Local District Policing Teams established to provide local policing solutions to local problems.
- The launch of Predictive Policing.
- Ensuring confidence in crime recording in Kent
- TrackMycrime™ unveiled to improve crime victims access to information regarding their crime
- Kent Victims Charter launched
- Commissioning Portsmouth University to scope support services for victims in Kent as part of a collaborative analysis across the South East
- Focus and support for the Special Constabulary
- Funding a pilot mental health Street Triage Project with local NHS to help those experiencing a mental health crisis to ensure that they get the appropriate treatment and support they need more quickly.
- Work with key partners to commission a new 'fit for purpose' Sexual Assault Referral Centre (SARC) and Service.
- Engagement with Neighbourhood Watch culminating in a welcome investment for better co-ordination and support for their activities
- Recruitment of a Youth Commissioner to consult with young people and provide their perspective
- Appointment of Deloitte UK as an innovation partner
- Over £2m spend for 2014/15 for community projects and services

Cutting Crime and Catching Criminals

Key Progress Areas for 2013/14

Use of Technology

Predictive Policing (PredPol) analyses crime trends to predict where and when crime problems are most likely to occur thereby improving the operational response of the force and the deployment of resources. This tool has shown to be most effective in helping to reduce street crime and ASB within Kent, contributing to a safer living environment for those who live and work here.

Kent Police continue to develop new technology and are collaboratively procuring a new system which will support the recording of operational data and this will be rolled out in 2015.

Confidence in Crime Recording

Concerns were raised regarding the accuracy of crime recording and I asked Her Majesty's Inspectorate of Constabulary (HMIC) to conduct a full inspection of crime recording in Kent. The resulting report highlighted that 1 in 10 crimes reported to Kent Police were not being recorded correctly. Organisational and cultural changes were implemented and a subsequent HMIC inspection found the recording rate had improved to 96%. Internal monitoring processes estimate the accuracy rate is currently at 97%. This issue has not been confined to Kent and has been of national concern. An HMIC report on 13 forces showed the average recording rates elsewhere to be 80% with one force estimated to be as low as 68%. In the short term the improvements in crime recording have resulted in rises in recorded crime across Kent compared with the previous year. The increase in all crime for the year was 10.4% which the Force estimate 8% of the increase is as a result of increased accuracy. I am steadfast in my support for the changes instigated within Kent to improve crime recording. The public can trust the crime figures produced in Kent and have confidence in the operational plans based upon them. The issue of crime recording illustrates the weakness of setting targets based upon broad measures such as recorded crime levels and is one of the reasons why I removed all such targets for 2014/15 onwards.

Monitoring Outcomes

Continued monitoring of Kent Police remains important and the Governance Board meetings during 2013/14 identified an emerging problem in respect of 3 key crime groups (violent crime, vehicle crime and burglaries). These three crime areas have been actively managed throughout the year with specific operations targeting offenders causing the most harm in communities.

At the end of March 2014 the force had a reduction in burglary of 1.5% and vehicle crime of 1%. Violent crime has been most affected through strict compliance with Home Office counting rules following the HMIC Inspection and subsequent improvement activity. I have scrutinised this in conjunction with the force and nationally through a HMIC Forum and reassurance has been provided that operations are in place and the situation is improving.

Support Rural and Business Communities

I recognise the challenges that can be faced by the rural and business communities and have supported them by helping to re-energise the Crime Rural Advisory Group (CRAG) and the Business Crime Advisory Group.

Ensuring Visible Community Policing is at the Heart of the Kent Policing Model

Key Progress Areas for 2013/14

Recruitment of a new Chief Constable

In January 2014 Chief Constable Ian Learmonth retired and following a comprehensive recruitment process I selected Mr Alan Pughsley as the preferred candidate. In line with statutory requirements, Mr Pughsley's appointment was confirmed by the Police and Crime Panel in late 2013 and he took up post in early January 2014.

New Policing Model

One of the new Chief Constables first decisions was to review the policing model. This review led to a locally focused policing model being put into place, centred around Local District Policing Teams (LDPT).

These local district teams have the skill sets to perform the policing functions required by local people, increasing the time they spend in the communities they serve. I fully support the adoption of the LDPT to maximise the contact between officers and the local community whilst maintaining the focus on cutting crime.

Wider Policing Family

I am very supportive and appreciative of the work of Police Community Support Officers (PCSOs), Special Constables and Police volunteers, for example Special Constables, in Kent providing over 80,000 hours of policing annually. I have also provided specific funding for dedicated training and the development of officers to support the Special Constabulary so that this excellent service can continue.

Mobile Police Stations

Mobile police stations were rolled out in September 2013, with a dedicate team of PSCOs taking full responsibility for the programme in April 2014.

Public Engagement

Key Progress Areas for 2013/14

Tackling local issues requires local knowledge. To do this, I have undertaken a programme of public engagement to truly connect with the people of Kent and understand their policing issues and concerns.

Meet the Commissioner

During the year 'Meet the Commissioner and Chief Constable events' have been held in Faversham, Medway, Tonbridge, Folkestone and Aylesford. These events give members of the public the opportunity to ask questions

both of the Chief Constable and me about local policing issues. Members of the public, local councillors and representatives of community organisations have attended.

Commissioner's Surgeries

I have held six surgeries at Maidstone, Canterbury, Kings Hill, Shepway and Medway. These sessions are specifically for people to come and meet with me on a one to one basis to discuss personal matters.

Kent Association of Local Councils (KALC)

Four joint meetings with the KALC have been held during the year. I receive many requests to attend local parish council meetings but due to the volume of diary commitments I am unfortunately unable to attend all the meetings. The KALC meetings bring the parish representatives together and I have also been joined at the meetings by the Chief Constable or Deputy Chief Constable to talk about the Police and Crime Plan for Kent.

Community Engagement

As part of my statutory duty to engage with the local community, I have visited more than 80 villages and town centres. These visits give me a further opportunity to talk to a wide range about their policing issues and concerns.

Events and Conferences

In 2013/14 I attended and spoke at 69 external conferences / community group events. These have included the Dashain festival, Kent Network of Women conference, Learning Disability Group Awards and at the opening of the vulnerable victim suite.

There have also been two conference events during the year. The first was for those involved in Neighbourhood Watch (NHW) to find out how the NHW Scheme could be improved in Kent. The second was a consultation event held to gather views and suggestions on the future of policing, and in particular, how to save visible community policing in the face of budget cuts.

Putting Victims and Witnesses First

Key Progress Areas for 2013/14

The Code of Practice for Victims of Crime and the Kent Victims Charter

The Ministry of Justice launched the Code of Practice for Victims of Crime in October 2013. This sets out the minimum entitlements that victims can expect to receive from criminal justice agencies. Building on the national standard and to demonstrate our commitment to victims Kent Police and I will be launching the Kent Victims Charter in the 2014/15. The Charter lists ten promises that Kent Police and I make to all victims of crime in Kent regarding the service that they can expect.

Devolution of Funding for Victims' Services

In July 2013 the Ministry of Justice (MOJ) announced that funding for victim services would be devolved to Police & Crime Commissioners from 1 October 2014. This means that Commissioners will have responsibilities for ensuring there are a range of victims' services in place that will support individuals in coping and recovering from the crime they have experienced. However, the MOJ will retain responsibility for commissioning some national services for victims for example support to those who have been bereaved through homicide.

To prepare for the funding devolution, the OPCC jointly delivered a Victim Services Design Event in July 2013 with the Kent Criminal Justice Board (KCJB). This event was attended by criminal justice agencies, statutory partners and victim support groups. It mapped out the current provision of services in Kent, identifying the gaps and opportunities for improving those services. This event identified the concept of a victim - centred approach, which would bring together organisations involved in delivering services to provide a more co-ordinated and effective response to the needs of victims. As a result of this event I made a commitment to deliver a facility which would provide the foundation for delivering a victim - centred approach in Kent.

Listening to Victims

It was also vitally important to obtain the views of those who had suffered a crime and a number of victims focus groups were held jointly with Victim Support in advance of the 'Design Event'. In addition, my office worked with our South East Region OPCCs to commission further detailed victim focus groups. This work resulted in

facilitated events being held in Kent with a range of individuals from across the county who had different crime experiences.

I am committed to building good working relationships with a number of organisations that represent the interests of hard to reach communities. I also applaud initiatives such as the Living in Fear Project which brought Kent Police officers together with people with autism and learning difficulties to discuss the difficulties they have experienced.

Commissioning Victims' Services

To support the development of the commissioning plan for victims' services my office also commissioned, with our South East Region OPCCs, a Strategic Assessment of Support Services for Victims in the South East. This work was undertaken by Portsmouth University and included an audit of existing services and a review of data to support the identification of need and local priorities.

We also explored the options for commissioning namely whether we should participate in a regional structure for delivering services for victims. However, it was identified that the devolution of funding provided a real opportunity to commission local services, which could be embedded in the county and tailored to the needs of the people of Kent's residents.

Independent Domestic Violence Advisers (IDVAs)

I have supported the co-commissioning of county-wide service for IDVAs, which ensures a consistent standard of delivery for the vital role across Kent.

Protecting the Public from Serious Harm

Key Progress Areas for 2013/14

Kent and Essex Serious Crime Directorate (SCD)

The combined SCD undertakes numerous investigations, which include drug supply and Organised Crime Groups (OCGs). In conjunction with the National Crime Agency and the South East Regional Organised Crime Unit (ROCU), the SCD undertake investigations into all aspects of serious and organised crime, including human trafficking and armed robbery as well as murder and serious assaults alongside the Major Crime Team. The Financial Investigation Unit (FIU) within the SCD not only supports these investigations but ensure that the provisions of the Proceeds of Crime Act (POCA) are fully utilised to strip criminals of the assets they have obtained illegally. In the 2013/14 fiscal year nearly £3m was confiscated from criminals and over £832,000 in cash forfeited. Via the Home Office Asset Recovery Incentivisation Scheme (ARIS) a proportion of the money is reinvested in schemes locally to help fight crime and antisocial behaviour for the benefit of the people of Kent.

The Sexual Assault Referral Clinic (SARC)

Working with partners a new fit for purpose SARC is now established in Maidstone replacing the previous service, which was generally accepted as not sufficient. I am genuinely inspired by the dedication of those involved in establishing this facility in such a short time frame and work will continue into 2014/15 to further develop this vital provision.

Working with Partners

The importance of the work of the Safeguarding Children Boards and the Kent & Medway Adult Safeguarding cannot be underestimated. I am committed to ensuring that these services support the most vulnerable in our society and I provide financial support to all three organisations.

Value for Money

Key Progress Areas for 2013/14

Comprehensive Spending Review (CSR)

2013/14 formed part of the first CSR planning period covering four years from 2011/12 to 2014/15. In total, the force had to find £50 million savings and was able to do this a year early

The plans to meet the requirements of the second CSR (CSR2) for 2015/16 are well advanced. However, the pressure to reduce costs in order to meet falling budgets does not end with CSR2 and work has already begun to identify further areas where savings will have to be made over the life of the next parliament given the likely on-going deficit challenge.

Innovation Partner

In December 2013, I engaged Deloitte to act as Kent's innovation partner. The innovation partner would be used to advise on opportunities for innovation, improved use of technology and partnership delivery, ensuring that Kent Police (as well as the Office of the Police and Crime Commissioner) is delivering services in the most efficient and effective manner in light of financial pressures.

Collaboration

Collaboration with Essex Police has continued to provide benefits both in efficiency and operationally. In March 2014 the combined Support Services Directorate won a national Improvement and Efficiency award for Police Project of the Year 2014. The award was for providing improved service quality whilst delivering cost-effective shared services, increased resilience and financial savings. The success of this collaboration and the experience gained from it will feed into future work as all avenues are explored to work collaboratively with other organisations and police forces.

HMIC

The HMIC Value for Money profiles show Kent to be an effective force in comparison with other forces. This remains an important benchmark and any areas where we are significantly over or below the average for other forces are thoroughly investigated.

National Commitments

Key Progress Areas for 2013/14

Strategic Policing Requirement

The Home Office defines the expectations placed upon the force in the Strategic Policing Requirement (SPR). This ensures that the force maintains resources to support government initiatives as well as mutual aid arrangements with other forces. In early 2014 HMIC inspected the arrangements forces have made in respect of the SPR with Kent being one of the 18 forces visited for fieldwork.

Forces are collaborating to tackle serious and organised crime threats and HMIC have identified Kent as one of these such Forces, with this work being in addition to the Regional Organised Crime Units (ROCU). In addition Kent is shown as having sufficient Police Support Units (PSUs) for the assessed local threat and Kent is a net provider of officers under mutual aid arrangements.

The recent HMIC report identified that the public could have confidence in the arrangements forces had in place, but there were areas nationally where improvements could be made, particularly in relation to cyber threats. Alongside organisations such as Association Chief Police Officers (ACPO) and the College of Policing work is being undertaken to improve the response in these areas.

Partnership Objectives

Key Progress Areas for 2013/14

Community Safety Partnerships

Working with partner agencies is vitally important. The Community Safety Partnerships (CSPs) are key to local problem solving and delivery of initiatives to reduce crime and anti-social behaviour. Historically, the funding provided to (CSPs) has been on annual basis but I have now provided medium term certainty, with anticipated funding levels being issued for three years. My office is building on the initial monitoring arrangements put in

place for this funding to ensure I understand the value that this brings to local communities and examples of the positive work delivered by the CSPs include:

- Support for domestic abuse victims', including provision of One Stop Shops
- Neighbourhood Days and community engagement
- Specialist Operations to tackle anti-social behaviour issues within communities
- Awareness raising
- Support and education programmes
- Road safety activities
- Projects to support safer night time economies
- Youth Diversionary activities

Working with Other Partnerships

There is a strong partnership approach in Kent and there are a number of structures in place that support the delivery of collaborative approaches across a range of topics. The value of a partnership approach to reducing crime and ASB is recognised and this is reflected in the grants I provide to partnerships in Kent.

I believe in supporting a number of organisations as it is important to have diverse services in place for the people of Kent. An example of this is my support of Crimestoppers both nationally and locally as they provide for victims or witnesses a secure and alternative means to report crime and provide vital information.

Youth Commissioner

I made a pledge to appoint a Youth Commissioner, with the vision that the role would be a vital link between policing and young people. The position was advertised in late 2013 and following a recruitment process that involved members of the community the Youth Commissioner formally started full time in April 2014.

In Conclusion

Kent has been my home for over 30 years and I am passionate about ensuring it remains a safe and welcoming place to live and work for all communities.

If you would like more information about the Police and Crime Plan, my current priorities and the Office of the Police and Crime Commissioner (OPCC) please visit my website <http://www.kent-pcc.gov.uk>.

Appendix B

Annual Accounts 13/14 - Foreword

The Police Reform and Social Responsibility Act 2011 (the Act) replaced Police Authorities with elected Police and Crime Commissioners and created two corporations sole, the Office of the Commissioner and the corporation sole in the Chief Constable. In line with the Act and the related Policing Protocol, The Police and Crime Commissioner is ultimately responsible for the combined group account; both income and expenditure.

Accordingly, this Statement of Accounts records the expenditure and income of the Group for the financial year 2013/14 for the combined accounts for the Police and Crime Commissioner for Kent and the Chief Constable for Kent and its financial position at the 31 March 2014. The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting' and the 'Service Reporting Code of Practice' (SeRCOP) published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The accounts have also been produced in accordance with International Financial Reporting Standards (IFRS) and the CIPFA LAAP Bulletin 98A 2014

The former Kent Police Authority was dissolved on 21 November 2012 and the newly created corporation sole for the Police and Crime Commissioner for Kent was created on 22nd November. All assets, liabilities, staff employment contracts, property, plant and equipment transferred to the corporation sole which is the Police and Crime Commissioner for Kent (PCC for Kent). All this happened seamlessly under the regulation and mirrored the pre-existing responsibilities of Police Authorities. (This has been referred to as 'stage 1'). From April 2014, all assets, liabilities and contracts remain in the name and ownership of the Commissioner but all Police Officers and the vast majority of police staff, formerly under the direction of the Chief Constable, had their employment contracts formally transferred to the Chief Constable. Conversely pre-existing staff serving the Commissioner and Force communication staff have been retained under the formal employ of the Commissioner. In the latter case the intention is to create a shared communication and engagement function to serve both the Commissioner and the Chief Constable. This whole process is referred to as 'stage two' and each Commissioner had the ability to reach their own decisions and settlement with their respective Chief Constable as part of the process. All stage two agreements had to be approved by the Home Secretary.

The Act requires that each corporation sole has its own Statement of Accounts for the financial year and that these be brought together in a group statement of accounts also. These accounts presented in this document cover those of the PCC and the Group for Kent Police which includes the corporations sole of the Chief Constable for Kent and the Police and Crime Commissioner for Kent.

The Accounts begin with a statement of the responsibilities of the PCC for Kent and her Chief Finance Officer in relation to the management and reporting arrangements for the PCC for Kent's resources (page 6). The PCC for Kent and Chief Constable for Kent's 'Annual Governance Statement', which broadens the coverage of the previous Statement of Internal Control to embrace all of the organisation's key governance processes and safeguards, is shown starting on page 7. The Auditor's Report appears at page 12 and the Summary of Accounting Policies as note 1 on page 25.

The main financial statements comprise:

- The Comprehensive Income and Expenditure Statement - This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. This distinction is very important in interpreting the overall position.

Authorities raise taxation to cover expenditure classified in accordance with regulations; this will be very different to the accounting cost.

- The Movement in Reserves Statement - shows the movement in the year of the different reserves held by the Police and Crime Commissioner for Kent, analysed into 'useable' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The surplus or deficit on the Provision of Services line shows the true economic cost of providing the PCC's services for Kent, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for council tax setting purposes. The Net Increase / Decrease before Transfers to Earmarked Reserves line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Police and Crime Commissioner for Kent.

- The Balance Sheet - shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Police and Crime Commissioner for Kent. The net assets of the Police and Crime Commissioner for Kent (assets less liabilities) are matched by the reserves held here. Reserves are reported in two categories: The first category of reserves are usable reserves, i.e. those reserves that the Police and Crime Commissioner for Kent may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is that which the Police and Crime Commissioner for Kent is not able to use to provide services. This category includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

- The Cash flow Statement - shows the changes in cash and cash equivalents of the Police and Crime Commissioner for Kent during the reporting period. The statement shows how the Police and Crime Commissioner for Kent generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the Police and Crime Commissioner for Kent are funded by way of taxation and grant income or from the recipients of the services provided by the Police and Crime Commissioner for Kent. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Police and Crime Commissioner for Kent's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowings) to the Police and Crime Commissioner for Kent.

In addition to these primary statements there are a number of notes which help explain the figures, including a set of accounting policies showing the approach the Police and Crime Commissioner for Kent has taken in compiling the accounts.

General Context

As explained last year, as part of the Government's deficit reduction programme, and like the rest of the public sector, Kent Police has had to cope with the grant reductions set out in the Government 'Comprehensive Spending Review' for the four years 2011/12 to 2014/15. This is referred to as CSR1 and in broad terms amounts to some 20% real reductions in grant funding for police forces over that period. In a local context government grant in one form or another contributes nearly 75% of Kent Police's funding. Against a back-drop of normal inflation and increasing demand for visible, neighbourhood policing, coupled with grant cuts from CSR1, required Kent Police to find £50m of on-going savings over the period. The

Chief Constable and the previous Police Authority recognised the challenge and put in place a robust savings plan based around a new operational policing model for Kent, new ways of working and better use of technology. Inevitably, however, this has required the loss of some 500 police officers and 700 police staff. The Police and Crime Commissioner accepted this plan in the main which delivered the target cost base saving of near £50m and a new operating model by the end of 2013/14, i.e. a year early.

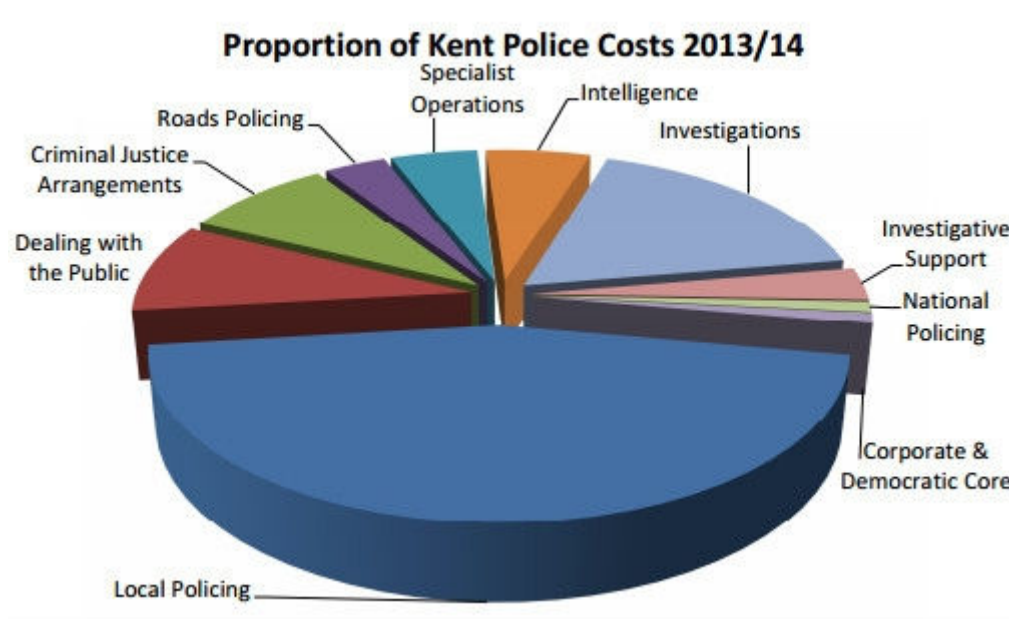
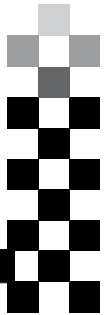
The fiscal challenge does not end with CSR1. The government has announced a further round of grant cuts starting in 2015/16 as part of a new comprehensive spending review round. This is referred to as CSR2. The CSR2 announcement has only set out additional grant cuts for 2015/16 of 5%. The Commissioner's current Police and Crime Plan assumes CSR2 required additional grant cuts of 5% in each of 2015/16, 2016/17 and 2017/18. The net result, on best but prudent current information, is that the Force will need to plan for some £20m of additional savings from 2015/16 as a result of CSR2; with potentially up to £15m more savings in each of 2016/17 and 2017/18 if the same level of grant cuts persist into those years also.

Building on the effective and timely response to CSR1 leaves Kent Police well placed to deliver further savings as a result of CSR2. Inevitably, however, continuing grant cuts will impact on staff numbers and front line service delivery. The Commissioner and Chief Constable are committed to minimising the front line impact of future savings requirements. Ensuring visible, local and cost effective policing remains at the core of how Kent Police will respond to the further challenges arising from CSR2. The response to CSR2 will involve more detailed work on innovation and demand management, alongside efficiency, to identify options to deliver necessary savings in a way that both minimises front line policing impacts but ensures that any such impacts are implemented last in any saving package and only after the level and timing of key funding changes have been confirmed.

The Comprehensive Income and Expenditure Statement

International Financial Reporting Standards require that the total future liabilities for the cost of pension payments to past and present employees are fully reflected in the Balance Sheet, and that their change during the year is reflected in the Comprehensive Income and Expenditure Statement. Excluding notional costs shown in the accounts to comply with international accounting standards, primarily for pensions and depreciation, the Kent Police revenue budget for 2013/14 as calculated to reflect the impact on the local council tax payer shows an underspend of £8.1m. Much of this is attributable to accelerated pro-active cost reduction initiatives across the Force to meet CSR1. This level of underspend is similar to that which was anticipated at the time of setting the Revenue Budget for 2014/15, and will be utilised primarily to bolster risk provisions and supplement the capital fund but the PCC has decided to allocate £1m for the use of the Chief Constable. Note 27 to these accounts explains how the final accounts reconcile to the management accounts used by the Commissioner and the Chief Constable during the course of the year to monitor spending. It also provides additional information to readers of the accounts on where expenditure is incurred and on what.

This chart below shows the proportion of total expenditure allocated to functions of the service. The Glossary at the end of accounts explains the categories of costs in the table below. Looking ahead the Commissioner remains absolutely and robustly focused on the delivery of her Police and Crime Plan, which include her various manifesto promises.



Summary

As described earlier, the outlook for police grant funding for Kent in the medium term remains challenging with the likelihood of further savings required from 2015/16 on top of those delivered or required up to 2014/15. However, a combination of clear priorities, good planning, effective systems of internal control and budget monitoring, and a coherent medium term plan, leave the Commissioner for Kent and the Chief Constable in a relatively robust position to address these challenges but the likelihood of further savings. The favourable outturn for 2013/14 has contributed to this position.

Looking ahead the Commissioner remains absolutely and robustly focused on the delivery of her Police and Crime Plan, which include her various manifesto promises. At the core of that is her determination to put victims at the heart of the system and to protect local visible neighbourhood policing as far as possible.

Commissioner's Key Decision – September 2014

Decision:

Decision to take forward a co-designed approach to developing a victims' focus in Kent with the Kent Criminal Justice Board.

Justification:

The co designed approach brings together those agencies and organisations that provide services to victims. It is identified that no one agency alone can improve service provision across both the criminal justice system and support services. This co-designed approach will bring together operational expertise as well as direct links into organisations involved in delivering services to victims.

Decision:

Decision on the proposed options to be included in the Community Remedy menu, which were subsequently agreed with the Chief Constable.

Justification:

The Anti-Social Behaviour (ASB), Crime and Policing Act 2014 stream-lines the existing 19 ASB powers into six new powers. In addition, the act introduces the Community Remedy, which gives victims a say in punishment of offenders when a community resolution is used for low-level crime and ASB. Police & Crime Commissioners were responsible for consulting with members of the public and community representatives on what actions they would consider appropriate for inclusion in a community remedy document. The consultation commenced on 4 August 2014 and concluded on 31 August 2014 and a total 224 responses were received. Based on the findings from the consultation the Commissioner proposed the options for inclusion in the Community Remedy menu, which have subsequently being agreed with the Chief Constable.

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Commissioner's Key Decision – October 2014

Decision:

Decision to hold a 'Policing in Kent' conference for members of the public and partner agencies on 21 November 2014

Justification:

The 'Policing in Kent' Conference will support the consultation exercise for the Police & Crime Plan refresh and the setting of the policing element of the precept. It will also focus on the delivery of policing in Kent in the face of continued financial challenges.

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Panel work programme at 4th November 2014

3 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

14 April 2015

Partnership working	Requested by Panel
Delivering value for money	Requested by Panel

2 June 2015

Election of Chairman and Vice-Chairman	Annual requirement
Membership of Panel	Review following District Council elections
Membership of Complaints Sub-Panel	Annual requirement
Complaints against the PCC and policy review	Report by Panel officers or Sub-Panel
Force performance in 2014/15	Requested by Panel
Annual report 2014/15 and accounts 2014/15	Statutory requirement

13 October 2015

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

17 November 2015

Protecting the public from Serious harm	Requested by Panel
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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

Reports to a meeting to be decided

Update on funding for technology (body worn cameras) (Requested on 4th September)

Ethics Committee (Requested on 4th September)

Update on Victim Centre (Requested on 4th September)

Meeting Notes

Kent Police and Crime Commissioner's Governance Board

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

26 August 2014

Summary of Actions:

Item 1: Welcome and Introduction

1. The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of Previous Meeting – 27th May 2014

2. The Minutes from the Governance Board held on 27th May were noted as a true and accurate record and the actions were agreed.

Action: The Force had been asked to advise the percentage of staff who modified their behaviour after an Action Plan had been implemented by the Performance Improvement Unit (PIU).

The Deputy Chief Constable explained:

60% had shown improvement at completion of the process.

26% remained at the same level (still attracting some complaints but no increase).

13% have had a slight increase (equating to 1 additional complaint for 3 officers).

The Deputy Chief Constable emphasised that failure to act on an Action Plan would result in repeated monitoring and appropriate action.

Item 3: New Policing Model – Post 'Go Live' Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Early Successes:

- Lessons had been learnt from implementation of the model in 2011 and the 'go live' of the new policing model on 24 June 2014 went very smoothly.
- When the new model was implemented officers highlighted that the staggered delivery of

sergeant briefings caused a strain on resource. The matter was addressed immediately

when historically it would have remained until a scheduled review, thus demonstrating the inherent staff empowerment and autonomy within the new policing model.

- Officers took 9 minutes to attend an incident on the 24 June, when previously it would have taken 25. Thus demonstrating the inherent efficiency savings within the new policing model.
- The increased capacity to tackle criminality provided by working as a larger single team has recently enabled the successful targeting and elimination of serial burglaries in Sittingbourne and an organised crime group from Merseyside settling in Dover.

Telephone Investigation:

- Annually the Force investigate approximately 110,000 crimes of which about 32% will now be handled by telephone.
- Previously each crime would have taken about 2 – 3.5 hours of officer time to investigate but will now take about 25 minutes, thus providing substantial efficiencies.
- Telephone investigation has caused no drop in service or complaint and has attracted public praise.
- Since March, telephone investigations have saved approximately 14,000 hours of officer time.
- Bilking and shoplifting have now been added to the crime types investigated by telephone and this has resulted in an additional saving of 300–400 hours over a 2-3 week period.
- Time savings will be used in part to support more local policing.

Public, Partner and Staff Engagement:

- All 13 districts now have local policing teams.
- The new policing model supports the development of omni-competent officers and the 'cradle to grave' service they now provide in terms of a crime is welcomed by officers regardless of the previous role they held, and public alike.
- All staff associations support the new policing model.
- The new policing model was built around local involvement and engagement with the Force, thus providing an understanding of public satisfaction levels.
- The Force had shown their commitment to Community Safety Units (CSU) by increasing staff resource. There is not any evidence that partner agencies have acted similarly, but all are fully committed to ensure working relationships are better integrated in terms of customer service and efficiencies.

Concerns:

- A continued increase in 999 calls is being experienced by Kent Force. This is a rise of 6.8% on last year and equates to approximately 6000 calls. The reason is being analysed because fewer officers means the Force need to look at reducing demand. Other forces are similarly affected and therefore it is not believed to be directly related to the Kent new policing model.

The Chief Constable was asked if the three month review period was a sufficient period of assessment. He advised there would be a fuller review at six months, but the three month point would provide an indicator of how things were going. The Deputy Chief Constable emphasised the previously discussed pro-active

approach to remedial action within the policing model.

The Chief Finance Officer commented that indicators of success were being referred to anecdotally but he felt it would be a beneficial future agenda item for an understanding of the indicators and quality of service measures to be provided. It was confirmed this was already arranged.

The Commissioner asked if the CSU structure was new solely for the police or all partners. The Chief Constable confirmed it was a new structure within the CSU and had been designed by the partnership. The Force component is the Community Policing Teams.

The Commissioner emphasised her own positive perception of the new policing model and that of the people of Kent it served, and then expressed interest in hearing about the three month review at the next Governance Board.

Item 4: HMIC 'Valuing the Police' 4 Inspection

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

HMIC Inspections:

- Each inspection currently costs about £5000 – including focus groups, interviews, planning.
- It is anticipated that the new Police, Efficiency, Effectiveness and Legitimacy (PEEL) assessments will take longer, but there will be a lot fewer per year (4 planned). The cost will be substantiated at the end of September when the first is arranged.

To what extent is the Force efficient:

- HMIC, the Home Office and the Houses of Parliament have all complimented Kent police about their efficiency.

Other Inspections with outstanding results:

- Crime Data; Investigation; Integrity and Ethics

Upon conclusion of an HMIC Inspection and before the release of the formal report, key findings will be discussed. This is termed a 'Hot de-brief'.

Hot de-brief:

- Leadership is transforming the culture to deliver quality service and huge credit to all in the Force that such change has been achieved in such a short time.
- There is clear and consistent understanding by all of those spoken to about the change journey, changing culture and savings plans.
- There is evidence of close engagement and good working between the Office of the Police and Crime Commissioner (OPCC) and Force ensuring the delivery of the police and crime priorities.
- Kent's successes stand out nationally.

Chief Constable/Commissioner Discussions:

- Agreed pride in the HMIC findings.

- The Commissioner said that HMIC were impressed at the depth of the cultural change undertaken by the Force in moving from being target measured to quality service driven.
- The Commissioner spoke about the new Quality Service Performance Indicators (Kent designed) being an agenda item at the next Governance Board.
- It was agreed that increased crime figures were expected because of the improved recording practices.
- It was agreed that because Kent's crime recording accuracy was at 96% and some forces were as low as 60%, it was currently impossible to produce comparative data.
- It was agreed that crime recording accuracy was essential, but that erroneously a lower accuracy figure may by default result in a judgement of outstanding for 'To what extent is the Force efficient'.
- It was agreed that the hot de-brief discussions for the other inspections also indicated positive comments about the Kent Force.
- The Chief Constable felt the grading of the PEEL assessments was sensible and that the Force and PEEL measures were complimentary.
- It is expected that there may still be a number of ad hoc inspections, but the Chief Constable hoped this would remain less than the current structure.
- The Commissioner acknowledged the value of the present reports but believed the PEEL process would produce a clearer overall picture.

The Chief Finance Officer (CFO) said that HMIC wanted to understand the role of the OPCC in financial planning, and that they were impressed that financial assumptions and financial challenge were being shared, debated and challenged. He advised that this on-going challenge would be expanded upon under Item 6.

Item 5: Professional Standards and Integrity

Areas of Discussion:

- Awaiting the decision of the Home Secretary about the extent of the information to be released from the outstanding HMIC inspections.

Hot de-brief:

Successes:

- Good progress made by Kent Force since the last inspection.
- Issue raised in the 2012 Integrity Inspection about cross checking databases in terms of gifts and hospitalities and secondary employment has been addressed.
- Positive comments about procurement and monitoring contracts.
- Praise about the 'confidential reporting mechanism'.
- Good working relationship between support associations and the Professional Standards Department (PSD).
- Positive comments about the skill levels of the police officers being recruited into PSD to carry out the role.
- Good evidence of lessons learnt.

Areas for Improvement:

- Potential disparity around conduct outcomes for police officers and staff. This is not specific to the Kent Force, and HMIC were advised it was currently being reviewed. The Commissioner said that this was to be a People Board Item.
- Local complaint resolution (*expanded upon below*).
- Random drug testing. This has been discussed at a COSM (Chief Officers Strategic Meeting). The Commissioner queried the view of the Deputy Chief Constable, and he felt it should be implemented in the Kent Force, and that he believed this stance was supported by the Chief Constable.

The Deputy Chief Constable (CC) summarised the supporting document.

Public Complaints:

- On-going analytical work to determine the root cause of the increased complaints.
- On-going assessment of PSD to ensure appropriate resource to deal with the complaints in the present and as we go forward.
- LEAN (Leadership Education Analyse Normalise) event due next year with the aim of refining PSD systems and processes.
- Case backlogs currently being addressed by staff working extended hours and overtime.
- 'Track my Crime' could reduce complaints in the 'Failure to keep informed' category, but it is acknowledged that there must be improvement in this area and this is being robustly communicated to the Force via various mediums.
- Previously a victim of crime could interact with various officers which could lead to gaps in communication. The new policing model will intrinsically remove this potential for failure because of the 'cradle to grave' service an officer will now provide in terms of a crime.
- Well managed customer expectation is an essential component of good communication and complaint prevention.
- Misinterpreted customer understanding of the working relationship between the police and partner agencies can result in complaints being erroneously made against the Force. The exploration of how to best ensure clarity in this respect would be beneficial.
- 23 officers have been through the Performance Improvement process and 3 have failed to respond. This equates to a 0.2% increase, which is 1 additional complaint and this will result in them going through the process again. Investigation of the complaint may also result in a misconduct hearing.
- The use of Body Worn Video (BMV) modifies officer and offender behaviours, and where the device is currently used complaints have reduced by a third. The BMV particularly acts to negate vexatious complaints.

Counter Corruption:

- The Chair of the Independent Police Complaints Commission (IPCC) is very interested and positive about the work the Kent Force are doing in respect of corruption.
- It is believed the IPCC, Chief Constable, Deputy Chief Constable and PSD will discuss which Misconduct Hearings are suitable to be held in public and what the arrangements will

be.

Code of Ethics:

- The number of applicants for a position on the Ethics Committee is testament to the Force having a culture where the workers can speak openly and honestly.
- The OPCC is currently working on the recruitment for the People Board.

The CFO asked if the increased complaints could directly correlate with the new policing model. The Deputy Chief Constable clarified that there is a national trend in complaints, but not all forces have the same policing model. He advised he would identify if complaints was a component of the September review, and that any correlation identified would be addressed.

Some discussion took place about the national on-going root and branch review of complaints and misconduct.

The Deputy Chief Constable: Approximately 50% of forces currently have separate authorities for misconduct investigations involving police staff and officers. He reaffirmed that this had inherent potential for disparity, and that this was currently being considered by HMIC.

From the floor, the Police Federation Chair raised the issue that there was a lack of IPCC clarity about what they felt made a case serious and sensitive. Currently they appeared to investigate cases that were not, and asked the force to handle cases which were. Additionally more timeliness around IPCC investigations because many investigated officers are suspended far too long. The Commissioner requested a report on this matter from the Chief Constable and the Federation and indicated her intent to pursue the matter with the IPCC. The Chief Constable confirmed this would be done.

Item 6: Financial Monitoring and Comprehensive Spending Review (CSR1 & CSR2) – Progress Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Financial Monitoring for 2014/15:

- The budget will be re-aligned following implementation of the new policing model, and more information is anticipated in about 4 weeks.

Comprehensive Spending Review 2:

- Confident that the £20 million saving will be achieved.
- Scenario based planning had been done for future reductions.
- Challenging time financially but Kent Force is in a better place than some other forces.
- Likelihood that the national policing landscape will change over the next 5 years.
- The quality of the regular planning and work done by the OPCC/Force CFOs was acknowledged, as was that of the Headcount Management, Financial and Modelling Teams.
- Shared view between the Chief Constable and Chief Finance Officer that CSR2 will not be the last financial review.

The CFO acknowledged the shared endeavour of the OPCC and the Force in respect of CSR2 and referred to the Commissioner's intent for stakeholders and others to attend a consultation event in November to discuss financial planning for the future. He emphasised the following:

- Not to diminish the success of CSR1, but highlighted that this had involved known detail regarding funding and spend pressure.
- Going forward CSR2 is more than one year in reality .
- That £20m is a very prudent estimate of what the savings may be in 2015/16 and that some of the challenge of that £20m may slip into the following year.
- The Force were well advanced on a plan for £20m savings but there is a need to focus on how to respond to cuts that could apply for 2016/17, 2017/18 and 2018/19 beyond the £20m.

The Chief Constable advised he was developing scenarios for the possible challenge over the life of the next parliament beyond the first £20m. This would involve looking at the impact of a further £15m, £30m and £40m. The Chief Constable confirmed there was still confidence that the structure of the new policing model would remain, but that it may look a lot smaller and there may be difficult conversations involved.

The Commissioner asked if Essex and the rest of the South East and Eastern regions were aware that there could be a wholesale look at fuller regionalisation. The Chief Constable confirmed that Essex did, and the Commissioner acknowledged this because of the joint meetings. He confirmed that CSR2 was being discussed at the regional meetings but in generic terms, with more to come. He expanded that there had not been any discussion beyond CSR2, and the Commissioner proposed that this should become an Agenda Item.

Some discussion took place about reductions impacting negatively on partners, such as the CSU. However it was felt that there was an argument that the most efficient provision of resource was collectively, and therefore partners recognised the need to sustain investment to prevent silos which could fail.

The Commissioner made reference to an event called 'Policing in Kent 2015 Onwards' at the end of November and felt it was a good idea to get all partners in the room as had happened previously.

The CFO said he felt that a four year plan should be made for the life of the spending plan received from a new parliament. He emphasised that we are short on absolute data unlike CSR1, but we do have to plan.

The Commissioner asked if any forces were already doing the planning where information could be shared. The CFO referred to the Police Treasurer Network and some informal discussion that had happened about figures beyond 2015/16 and that a common assessment was emerging. He anticipated that all the economic indicators reasoned that it would be challenging reality of financial reductions for the next four years.

The Chief Constable advised that the scale of possible cuts would mean policing in Kent would look fundamentally different as it would be another 1500 people coming out. The Commissioner advised that Her Majesty's Chief Inspector of Constabulary (Tom Winsor) had said you could not take out the same amount of money and deliver in the same way and this was supported by Associated Police and Crime Commissioners and endorsed by the Chief Constable. The Commissioner elaborated that Tom Winsor had called for a national debate of what the structure of policing in the UK will look like. The Commissioner

proposed that further discussion took place at the next Governance Board and specifically requested detail of the scenario planning

Item 7: HMIC Report on Crime Recording and Performance Culture & Force Performance Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Performance Culture:

- There are 6 major themes that are qualitative measures which compliment the Kent policing Plan, Priorities, Mission, Vision and Values and these are: victims; community; offender; threat harm and risk; supported workforce and standards and integrity.
- The outcomes of the qualitative measures are excellent; good; area needs focus/improvement and poor. These are complimentary to those applied within the HMIC PEEL inspections

Crime Recording:

- A decision to 'No Crime' can be appealed to the Force Crime Registrar which is independent from the Force.
- The Public Administration Select Committee (PASC) report on crime recording was instigated partly because of concern expressed by the Commissioner about accuracy.

Performance Update:

- There has been significant increase to the volume of users of the Domestic Abuse pages on the external Kent Police website and those provided by the partners. This supports people being aware how to report the issue and where to seek help.
- With the support of the Commissioner, the Force intend to run a similar Domestic Abuse campaign to the one run during the World Cup over the Christmas period when issues can escalate.
- Burglary and Vehicle crime decreased in Kent last year with overall 650 fewer victims.
- The direction of travel is currently coming down on all crime types on last year.
- There is enhanced cross border working with the Met Police and other regional forces. At the highest level the Serious Crime Directorate (SCD) do a huge amount of work daily tackling serious organised criminals from settling or expanding in Kent.
- The Chief Constable proposed that the Commissioner may like the new SCD Assistant Chief Constable at SCD to have input at the Governance Board.
- Tactical Operations are supporting local policing by stopping criminal movement on the border.
- Integrated Offender Management (IOM) is enabling the Force to target persistent offenders who cause a disproportionate amount of the crime in Kent.
- With the improved crime recording now bedded in, there is an expectation for some crime types such as burglary, criminal damage to decline. However, there is also capacity for certain crime types to increase, such as Domestic Abuse and cases which can be attributed to the 'Saville' effect. This being due to media coverage and publicity campaigns.

The Commissioner asked Superintendent Rabey to give a brief summary about IOM and the Probation Services:

- IOM has currently reduced offending by 45% thus fewer victims and more time to consider the

needs of those who remained.

- Focus is on burglary and vehicle crime.
- Interrogation of data surrounding burglary has shown that the majority of burglars stopped offending.
- IOM is integrated into intelligence systems and briefings, and workshops are held with partner agencies.
- A system called Buddy Tagging has been implemented. This involves the voluntary tagging of offenders who want to, but are finding it difficult to change their behaviours. Buddy Tags are jointly funded by the police and probation, and Community Safety Partnerships (CSP) have expressed an interest in introducing the system.
- By February/March 2015 Offender Management will be run by private companies. This will have various implications, including the funding of the Buddy Tags because they will receive remuneration for success.
- Staffing issues are having negative effects on the provision of rehabilitation services by Her Majesty's Prison (HMP) Elmley the main resettlement prison for Kent.

Item 8: Update on Significant Operational Matters (Verbal)

Areas of Discussion:

- The Kent Police Open Weekend happened on 5/6 July. The first day for staff, friends and family and the second, for the public had 8000 attendees combined. Really positive way for local people to see policing in an open, friendly environment. 88% of those surveyed said local police doing a great job. Plans to repeat the event next year.
- SCD, local policing and Tac Ops - the three operational parts of the business:
- Examples of SCD successes. A Dutch registered vehicle was found to have £400,000 in vacuum packaging inside. This and the seizure of the vehicle resulted in total forfeiture for Kent Police to use of about £200-£250,000. Additionally, an incident in Gillingham resulted in the death of a man. The perpetrator initially denied the matter, but the use of powerful CCTV evidence in court resulted in a change of plea and a custodial sentence for murder. This case highlighted the efficient use of technology.
 - Local policing successes. Again two examples. Officer focused on local drug dealing stopped a local person she believed to be a dealer and found cocaine and money on him. His identification and arrest was a result of the officer being out and about walking and talking, rather than rushing around in a car. Additionally, there was a spate of robberies in Swanley and a local suspect was identified. Intelligence sharing and briefings resulted in a local Police Community Support Officer (PCSO) spotting him while out and about, his subsequent arrest and the cessation of the robberies.
 - Successes of Central Ops. 28 pillow case sized bags of class C drugs seized at entry to the UK. Also Kent Police assisted Greater Manchester Police by identifying and stopping a couple from taking an injured baby they had taken from hospital out of the country via the Port of Dover.

Item 9: Update on Fire-arms (Verbal)

Areas of Discussion:

- Rational intensive interrogation of local and national databases (including medical and identity checks) prior to the issue of a fire-arms licence.
- Kent has the highest number of renewal applications for shot-guns in the country; the second highest number of new applications for shot-guns in the country; the third highest number of new applications for fire-arms in the country and the fifth highest number of renewal applications for fire-arms in the country.
- Kent has the largest short-fall in terms of funding because only 26-35% is recouped by those applying for the various renewals. This equates to a short-fall of about £700,000 which the Force (effectively the tax-payer) must pay for
- Shot-gun/Fire-arms licence renewal costs the applicant £50 but has a true cost of £189.
- Renewal of a Shot-gun/Fire-arms *licence* for five years costs the applicant £40 of which about 37% is recovered, which means a cost to the Force of £106.
- A 5 year Certificate costs a fire-arms dealer on application £150 with a true cost to the Force of £274.
- The £700,000 deficit effectively equates to recruiting/maintaining 18 officers on the street.
- The Commissioner has previously raised concern about the cost of the Fire-arms Department, as has the Dorset Commissioner ultimately without success.
- Last year back-logs resulted in extra resource having to be effected to negate the risk of people holding out of date fire-arms licences.
- Kent Force is fortunate to have a highly experienced manager for the Fire-arms Department who often provides national assistance in terms of advice and guidance.

The Commissioner asked the Deputy Chief Constable to provide her with the current running cost of the Fire-arms Department and the amount of generated revenue. She expressed her intention to raise the issue because she believed the matter indefensible in times of austerity. The Deputy Chief Constable confirmed this would be provided within 2 days. The Commissioner said she would like a future update on the issue.

Closure