

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, 2nd June, 2015, at 10.00 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 – 2015 / 16 to be confirmed

2014/15 list prior to election:

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 Don Sloan	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 Election of Chairman & Vice-Chairman
- 3 Apologies and Substitutes
- 4 Membership of Panel - post election update
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Police and Crime Panel held on 14th April 2015 (Pages 5 - 10)

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

- B1 Chief of Staff confirmation (Pages 11 - 16)
- B2 PCC Annual report 2014/15 (Pages 17 - 38)
- B3 Proposals for youth engagement following departure of Youth Commissioner (Pages 39 - 44)
- B4 Delivering value for money (Pages 45 - 50)

C - Commissioner's Decisions

- C1 Chief of Staff appointment (Pages 51 - 52)

D - Panel Matters

- D1 Complaints against the PCC and Policy Review (Pages 53 - 58)
- D2 Future work programme (Pages 59 - 60)

E - For Information

- E1 Minutes of the Commissioner's Governance Board meeting held on 25th February 2015 (Pages 61 - 66)

EXEMPT ITEMS

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

Peter Sass
Head of Democratic Services
03000 416647

Friday, 22 May 2015

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KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 14 April 2015.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr P Clokie, Cllr P Todd, Cllr J Burden, Cllr P Fleming, Mr A H T Bowles, Cllr M Rhodes, Cllr Sloan, Mr R A Latchford, OBE, Mr I S Chittenden and Cllr G Lymer (Substitute)

ALSO PRESENT: Mrs A Barnes, Mr M Stepney, Mr S Nolan and Mr N Wickens

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

UNRESTRICTED ITEMS

119. Apologies and Substitutes (Item 2)

Apologies were received from Mr Sandher, Cllr Cowan, Cllr Dearden, Cllr Turpin, Cllr Martin, Cllr Wicks, Cllr Chandler, Cllr Campbell, Cllr Blackmore, Mr McDonald.

Substituting was Mr Lymer for Cllr Chandler.

120. Minutes of the Police and Crime Panel held on 3rd February 2015 (Item 4)

RESOLVED that the minutes of the Panel meeting on the 3rd of February were an accurate record and that they be signed by the Chairman.

Matters arising;

1. The Chairman requested an update on the Commissioner's plans for youth engagement now that the current Youth Commissioner's contract had expired. The Commissioner explained that a workshop had taken place with relevant partners to explore options and that she would be making a decision in the near future, of which the Panel would be advised.

2. The Chairman invited the Commissioner to provide an update on the recent Custody Suite inspection carried out by Her Majesty's Inspectorates of Constabulary and Prisons (HMIC and HMIP respectively). The Commissioner explained that Kent Police had not accepted some of the criticisms and were challenging the report. The Commissioner stated that she had sympathy for the Force in this regard, providing examples of where the report had not accurately reflected the Force's policy and practice in custody;

- Handcuffing of children – the example used in the report related to transporting of young people by court staff not under Police control.

- Too many children in custody – the result of insufficient accommodation resources available through more appropriate services (custody suite being a last resort and consistently challenged by Police).
- Actions already being undertaken by the Force to address identified issues not adequately reflected in the report.

The Commissioner further commented that there were some positive elements to report in terms of the positive interaction observed between detainees and custody staff, the excellent work of the Independent Custody Visitors and the good health provision in by custody nurses. The Commissioner confirmed that she was reassured that appropriate work was being undertaken to address the issues in the inspection report and expected positive results in the future.

121. Partnership working (Item B1)

1. The Commissioner introduced the report on Partnership working by emphasising that as all services were under increasing financial pressure, it was vital that all partner agencies remain committed to working in partnership.

2. The Commissioner stated that her decision to provide funding to partners agencies for a three year period was an attempt to build in some stability and continuity to partnership work, allowing the various agencies to focus on delivering outcomes and developing longer term planning.

3. The Commissioner provided some examples of the successful partnership work that she has facilitated, funded and participated in;

- Victim Centre – developed in partnership with other criminal justice sector agencies to ensure joined up service delivery to victims of crime. The Centre opened in April and had supported more than one hundred victims in its first morning.
- The Sexual Assault Referral Centre was supported through funding from the Commissioner that allowed relevant agencies to work together.
- The Rural Crime Advisory Group – set up by the Commissioner to improve inter-agency management of rural crime in light of shared responsibilities and powers across partners.
- Additional funding, £600k over three years, provided to Kent Police expressly to support improved partnership working in tackled Child Sexual Exploitation.

4. The Chairman and Members commented that the Commissioner's approach to partnership working was commendable. Positive links between the Commissioner and Kent County Council was raised as an example as well as the good practice of providing longer term funding. The Chairman also commented that good partnership working was about more than just funding and was pleased that the Commissioner and her team linked with so many agencies across Kent and highlighted the positive role of the Kent Community Safety Partnership in this work.

5. In response to a question from Members regarding the Commissioner's comment in her report about engagement with elected leaders, the Commissioner explained that she had been building good links with District Councils but was still hopeful of accessing a forum that would allow discussion at Leader level with all across Kent. She commented that she believed that this would be useful for sharing

strategic views and concerns and that she welcomed suggestions from Panel Members.

RESOLVED that the Panel note the Commissioner's report.

122. Commissioner's Ethics Committee
(Item B2)

1. The Commissioner explained that her Ethics Committee had taken time to be set up, delayed by the required guidance from the College of Policing only becoming available in June 2014. The first initial meeting took place in December 2014 after external recruitment processes were undertaken.

2. The Commissioner explained that while the duty to create Ethics Committees only applied to Police Forces, she and many other Police and Crime Commissioners had seen the value of developing an additional Ethics Committee to provide external perspectives. The Commissioner commented that the Committee would assist with ensuring her decisions took into account ethical considerations.

3. The current plan for the operation of the Committee would be for two formal and two informal meetings per year. It was anticipated that the Committee would look at issues such as complaints, stop & search and use of various police powers.

4. The Panel asked several questions relating to the appropriateness and purpose of the Commissioner's Ethics Committee, raising concerns that such a group risked not making a practical impact and that the Committee's considerations risked straying into operational issues beyond the Commissioner's remit. Additional concerns were raised that the Ethics Committee would be duplicating the work of Kent Police's own Professions Standards Department (PSD). Panel Members also questioned whether the Commissioner's Ethics Committee would have any remit with regard to considering the ethics of the PCC and her staff.

5. The Commissioner responded to Panel questions as follows;

- The Ethics Committee's purpose was to provide a forum to conduct external scrutiny of Police practices but would not seek to replace or duplicate the investigative role of PSD.
- The positive work of Kent Police's internal Ethics Committee has demonstrated the value of such a forum, suggesting that a further Ethics Committee providing an external perspective would be a useful addition.
- The focus of the Commissioner's Ethics Committee would be on the Police Force, as was the case in the many other Force areas where PCC's have also developed their own Ethics Committees.

6. Mr Stepney commented that Ethics Committees have been developed in response to serious ethical failures nationally that have negatively impacted on public confidence in the Police. Consideration of such factors makes the Committee's work different from PSD, who investigate individual cases of alleged criminal activity and misconduct. The Commissioner's Ethics Committee may instead consider the appropriateness of common policing practice, use of powers etc. Mr Stepney

confirmed that the process and governance arrangements for the Committee were all in place and the first formal meeting was scheduled for May 2015.

RESOLVED that the Panel note the Commissioner's report.

123. IPCC report - Complaints against Kent Police
(Item B3)

1. The Commissioner explained the process used to ensure that she and her staff maintained an overview of Police complaints and held the Chief Constable to account in this regard. Notable processes include the issue being considered at recent Governance Boards, the Independent Audit Committee reviewing complaints and members of the Commissioner's staff dip-checking PSD complaint records.

2. The Commissioner explained that while the IPCC report had shown an increase in complaints against Police, the Chief Constable has stated that the improved data recording processes now used in Kent have contributed heavily to this and he also suggested that the Force's publicised commitment to fair processes has increased confidence in the complaints system. The Commissioner further stated that the complaints data has been analysed and that it demonstrates that Kent is performing better in this regard in terms of complaints per 1000 employees. The Commissioner pointed out that this was a more realistic measure than the actual number of complaints as Forces with large numbers of officers were very likely to have more complaints than Forces with a small number of officers. When compared to five similar forces, Kent has the lowest number of complaints per 1,000 officers and this includes the addition of historic complaints that were reviewed and re-counted under new complaint procedures in March 2014.

3. The Commissioner reassured the Panel by explaining that she has examined the processes used to review complaints and confirmed that she trusts PSD to conduct effective investigations and record complaints appropriately.

4. The Commissioner referred to the report which outlined new options being considered by the Home Office for how Police Forces and PCCs manage complaints in the future. No decision had been made as the outcome of the General Election would impact on the viability of any changes. The Chairman requested that a further report on the complaint management options be brought to the Panel at a future meeting and the Commissioner agreed.

5. The Panel questioned the Commissioner about action being taken to reduce complaints against Police. The Commissioner re-iterated her view that having a fair complaints system should encourage people to feel confident that they can make a complaint. Good work was being done to address trends among complaints that could highlight systemic poor practice.

6. In response to a question about the three proposed models of complaint management, the Commissioner stated that she did not expect that there would be much consistency across Forces as each PCC would have to make their own decision.

7. The Panel requested reassurance from the Commissioner that she is taking action to hold the Chief Constable to account in terms of complaints. The

Commissioner explained that she and her staff monitor complaint information and trends and support the current complaints management plan that includes a trigger mechanism should a single officer receive multiple similar complaints. Such management information is shared with the Commissioner on a regular basis, ensuring she is kept up to date with complaint management practice within the Force. Additionally, the Commissioner hoped that the funding and support she has provided for the provision of Body Worn Cameras (BWC) for officers would assist in reducing the number of complaints as BWC's have been shown to modify officer and public behaviour. The Commissioner commented that the details of such complaints activity could be found at the Governance and People Boards.

8. Panel Members questioned whether there was sufficient 'independence' within the complaints monitoring process compared to the historic practice of the Complaints Group used by the Kent Police Authority. The Commissioner responded by explaining that consideration is being given to broadening the scope of complaint dip-checking and she also hopes that the Ethics Committee may be able to provide assistance in this area.

9. In response to a Panel Member question, the Commissioner stated that Body Worn Camera Pilots were continuing across Kent and Medway but wider roll-out was dependent on the supplying company being able to provide sufficient units.

RESOLVED that the Panel note the Commissioner's report and that the Commissioner provide a further report on the complaints management options proposed by the Home Office at a future meeting.

124. Violent Crime update *(Item B4)*

1. The Chairman explained that this item had been added to the agenda as result of recent Office of National Statistics (ONS) report that indicated that violent crime had increased in Kent by 31% last year.

2. The Commissioner explained that, although the statistics on violent crime included a wide range including homicide and robbery the increase primarily referred to lower level offences.

3. The Commissioner stated that a significant cause for the increase was the review she requested into crime recording accuracy, the result of which has been a more rigorous approach when deciding whether or not a crime should be recorded. With recording accuracy now up from 90% to 96% (the highest in the country), there has been a consequent increase in recorded crime figures. Her Majesty's Inspectorate of Constabulary (HMIC) have confirmed that this assessment is fair and agree that a significant proportion of the increase is the result of improved recording accuracy. The Commissioner also explained that the increased figures include the retrospective assessment of crimes, which have now been separated into multiple offences where appropriate, again contributing to an overall increase in crime figures.

4. The Commissioner explained that the latest internal figures from Kent Police show a sharp year on year decrease, leading to forecasts that the violent crime figures will level out soon. Additional figures from HMIC due in late April were

expected to support this assessment. The Commissioner commented that Kent was in a better situation than many other forces that were only now undertaking their own accuracy reviews, which would result in huge crime figure increases for them, whereas Kent has managed the process over a longer period of time.

5. The Commissioner highlighted the fact that domestic abuse accounted for 33% of all violent crime in Kent. There has been a 9% increase in domestic abuse reports, a third of which are first time reports which was an excellent step forward. Generally domestic abuse is under reported and victims often only report abuse after multiple incidents. The Chief Constable has reassured the Commissioner that this was being managed and recorded appropriately. The Panel requested information relating to conviction rates including domestic abuse.

6. The Chairman stated that he was pleased with the positive work being undertaken on crime recording. The Chairman said that the Panel had been told on several occasions that the increased crime level was largely due to improved accuracy of recording and that it was not possible to compare meaningfully with earlier years. The Chairman asked when there would be data available to show crime levels for a twelve month period, all compiled with the same level of accuracy. The Commissioner said that this data would be available in June and the Panel therefore requested that a full report on crime figures and performance be provided to the September. A Member requested that this data include conviction rates.

RESOLVED that the Panel note the Commissioner's report; that the Commissioner provide a further report on updated full year crime figures to the September Panel meeting and that the Commissioner provide the Panel with conviction rate information including domestic abuse.

125. Future work programme *(Item D1)*

RESOLVED that the Panel note the Future Work Programme.

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Chief of Staff confirmation
Item & Date: Item B1 2 June 2015

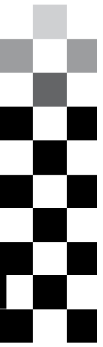
Executive summary: This paper provides information on the proposed appointment of a new Chief of Staff by the Kent Police and Crime Commissioner. It outlines the appointment process and information on the nature of the role. It also provides details of the nominated candidate.

Background:

1. Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint 'a person to be the head of the commissioner's staff' (Schedule 1, 6 (1)(a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.
2. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act to hold a confirmation hearing for all senior appointments made by a Police and Crime Commissioner. Senior appointments are defined as the Commissioner's Chief Executive (Chief of Staff), Chief Finance Officer, and where relevant, Deputy Commissioner.
3. Under Schedule 1 (9) of the Act, the Commissioner must notify the Police and Crime Panel of her proposed appointment, and include the following information in the notification:
 - The name of the nominated candidate.
 - The criteria used to assess the suitability of the candidate.
 - Why the candidate satisfies these criteria.
 - The terms and conditions upon which the candidate is to be appointed.
4. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the recruitment process and to make recommendations on the proposed appointment. Following the confirmation hearing, the Panel must make a report to the Commissioner, including a recommendation as to whether or not the candidate should be appointed. The Commissioner may accept or reject this recommendation.

Recruitment process:

5. This section provides information on the recruitment process for the Commissioner's Chief of Staff. It details the nature of the intended role, the conditions upon which the successful candidate is to be appointed as well as the criteria used to assess the suitability of candidates. The Commissioner was professionally advised at all stages of the process by the Director of Kent and Essex Police Human Resources, Ian Drysdale MBA, Chartered FCIPD. The recruitment process was comprehensive, fair and based on merit. The job description for the role is attached at Appendix A.



6. The decision was taken to advertise the post internally in the first instance, and make it a temporary appointment. This is because at the time, the outcome of the general election - and therefore the future of Police and Crime Commissioners - was not known. Additionally, even when the future of the role was clear, there will be another round of elections for Police and Crime Commissioners, and potentially a new Commissioner for Kent.
7. In these circumstances, it was thought prudent to recruit on this basis, given that the new post holder may have been in post for a limited time, and/or manage the transition to another body. It also prevents tying the hands of any potential new Commissioner. Recruiting internally has the other significant advantage of having an individual with extensive policing knowledge, and therefore able to 'hit the ground running' in what has the potential to be a time-limited role.
8. The post was advertised from Friday 17 April through to Friday 1 May 2015, with officers/staff asked to submit a response to the Director of Kent and Essex Police Human Resources. Three people applied, and all three were shortlisted. The wording of the advert is attached at Appendix B.
9. The three candidates were interviewed by a panel on 14 May 2015, comprised of the Commissioner, Mr Michael Bax, and Mr Nadeem Aziz, with Mr Latchford, from the Police and Crime Panel, invited to observe the interviews to provide reassurance that proper processes had been followed.
10. All candidates were assessed against the Police Professional Framework at the Executive Level. The competencies tested were:
 - Serving the public
 - Leading strategic change
 - Leading the workforce
 - Managing performance
 - Professionalism
 - Decision making
 - Working with others
11. Additionally, 'Political awareness' was also assessed. Each candidate was given an opportunity to evidence competence in the foregoing areas and was awarded a rating. The ratings were:
 - 1) an area where improvement was needed;
 - 2) an area of acceptable performance;
 - 3) an area of some strength; and
 - 4) an area of considerable strength.

Proposed appointment:

12. The Commissioner is proposing to appoint Mr Adrian Harper, who was unanimously supported by the Panel, on the following grounds:
 - a) A clear and unquestionable ethical approach, evidenced by his work as the Force Crime and Incident Registrar, ensuring that all crime recording decisions are robust, especially in light of the HMIC Inspection.
 - b) 32 years' experience as a police officer and member of police staff.
 - c) Experience dealing with representatives at the highest level in Government, and HMIC.
 - d) Working closely in partnerships to deliver policing success.

- e) Managing a staff of 900 and a budget of £46 million.
- f) Demonstrable commitment to the training and mentoring of staff and officers at all levels.
- g) A keen understanding of the independence needed, and the political awareness required, to manage the Office of the Police and Crime Commissioner.

13. Mr Harper also received five ratings that were marked as a 4 (considerable strength) and three ratings that were marked at 3 (some strength) and achieved the highest overall marks.

Recommendation:

14. The Kent and Medway Police and Crime Panel are asked to support the appointment of Mr Adrian Harper as the Kent Police and Crime Commissioner's Chief of Staff.

Appendix A – Job Description

Chief of Staff Job Description

Introduction

Police & Crime Commissioners were introduced nationally as part of the Police Reform and Social Responsibility Act 2011. The job of the Commissioner is to ensure local community needs are met, bringing the public closer to policing.

The role of Chief of Staff to the Police & Crime Commissioner (PCC) is an opportunity to support the elected Commissioner for Kent and make a real difference supporting the delivery of a police service that reflects the needs of the community.

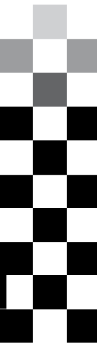
The Commissioner's Police and Crime Plan is based on putting victims and witnesses at the heart of the criminal justice system, and delivering tangible improvements in policing and relevant parts of the criminal justice sector that fall within her remit. Your role will be to support the Commissioner in the delivery of her aims and objectives.

Personal Qualities

The ideal candidate will be a graduate calibre professional with high levels of honesty and integrity combined with senior level experience and a track record of successful delivery of business aims and objectives, and change management at that level. The ability to rapidly familiarise, assimilate and understand information about the police service, Kent Police and national and local issues that affect the policing of the county is vital, especially in a fluctuating landscape.

You will be a proactive, innovative, confident problem solver who needs general direction rather than close management. You will be able to understand, plan, organise and implement activities on a short, medium and long term basis at both strategic and operational levels. You will be able to provide clear, objective, authoritative and impartial advice based on analysis and interpretation of complex information and situations. As an effective horizon scanner, you should be able to anticipate the needs of the PCC and present information before it is requested. Alongside this you will have developed a structure to provide regular, relevant management information that informs and updates the PCC on progress without creating burdensome bureaucracy.

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



Key Responsibilities

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

Appendix B – Wording of Job Advert

Temporary Chief of Staff – Office of the Police and Crime Commissioner (based in Maidstone, Kent)

Ann Barnes, the Police and Crime Commissioner for Kent is seeking to appoint a Temporary Chief of Staff to lead her staff and ensure that the office runs effectively and supports the Commissioner in delivering against the objectives of the Police and Crime Plan and other important legal duties contained in the Policing Protocol Statutory Instrument of 2011. The Chief of Staff will act as the Monitoring Officer, which involves informing the Commissioner about actual or possible legal breaches, or any other action that could be seen as causing an injustice.

Excellent interpersonal and communication skills are a given. The key attribute will be the ability to 'inspire'. The successful applicant must be able to work with and enthuse people working in the Commissioner's Office, Local Authorities, Third Sector organisations and the Police Service. You will have an appreciation of and an ability to work with political stakeholders whilst resolutely maintaining complete impartiality. The successful candidate will have an acute awareness of the volatility of the entire policing landscape

The Commissioner seeks expressions of interest from potential applicants who will be required to submit their credentials relating to:

- Political awareness
- Leadership (leading the workforce)
- Leadership (Leading Strategic Change)
- Working with others
- Professionalism
- Public service
- Decision making

The closing date for receipt of applications is noon on 1 May 2015. The selection process is scheduled for 14 May 2015.

This position is on a temporary basis until September 2016 (subject to review) and is open to individuals currently employed by either Kent Police or the Office of the Kent Police and Crime Commissioner on either a secondment / fixed term basis. Applicants should be aware that their current senior management team will be contacted to obtain a reference and they must have agreed the candidates release for this opportunity should they be successful. Therefore, candidates are encouraged to seek approval from their current senior management team before making a formal application.

To apply for this position please contact Ian Drysdale on 01622 653100 (19-3100).

If you would like further information then please contact Laura Steward on (Head of Standards and Regulation) 01622 604487.

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Annual Report 2014/15
Item & Date: Item B2 2 June 2015

Executive Summary: This report introduces the Police and Crime Commissioner's Annual Report for 2014/15.

Annual Report 2014/15

1. Attached at Appendix A is the Police and Crime Commissioner's Annual Report for 2014/15. It meets the legislative requirement for such a statement by documenting progress made between 1 April 2014 and 31 March 2015 in meeting the objectives within the Police and Crime Plan.
2. Particular highlights to draw to the Panel's attention are the achievements under the 'Ensure visible community policing is at the heart of policing in Kent' section and activities under the 'Put victims and witnesses at the heart of processes' section. These are the 'golden thread' that run through the Police and Crime Plan and are reflected in the Chief Constable and Commissioner's joint vision for policing in the county.
3. The Annual Statement of Accounts for 2014/15 will be reported at the Panel meeting in September 2015 in the usual way.



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Annual Report

2014-2015

Commissioner's Introduction

Welcome to my 2014-15 Annual Report, which provides an overview of work that has been done over the past year (April 2014 – March 2015) to deliver on the priorities in my 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 progress against the priorities for 2014/15. Despite the financial challenges faced by Kent Police, which are set to continue, the officers and staff have worked tirelessly to maintain and where possible improve the first class service they provide to the people of Kent. Time and again I am impressed by their dedication and professionalism, and I would like to take this opportunity to pay tribute to each and every one of them, as so often, the excellent work of police officers and staff goes without comment.

My Police and Crime Plan priorities do not just cover the work of Kent Police but also partners involved in criminal justice and community safety in Kent. These partners are also pivotal in helping to secure reductions in crime and anti-social behaviour (ASB) and reducing the number of victims that experience crime or ASB. Progress during 2014/15 in this area is also set out within this Annual Report.

Ann Barnes
Police and Crime Commissioner for Kent

Strategic vision for policing and crime & disorder reduction

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

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

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

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

Policing budget 2014/15

In 2014/15, I allocated £310.6m for spend on policing and community safety. Of this, £306.5m or 98% was allocated to the Force.

The final accounts will be concluded in September 2015. The unaudited figures show an underspend for the year of £1.8m.

Overview of Progress

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

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

Key highlights for 2014/15 include:

- Developing Compass House, the centre for care and advice for victims and witnesses of crime in Kent, and improving specialist victim services.
- Launching TrackMyCrime to improve victims' access to information regarding their crime.
- Launching the Kent Victims' Charter.
- Developing the Sexual Assault Referral Centre and related services.
- Maintaining confidence in crime recording accuracy.
- The establishment of a new local policing model, giving District Chief Inspectors greater flexibility to deploy resources to tackle local issues.
- The Youth Commissioner engaging with hundreds of young people about policing.
- The Kent Special Constabulary receiving the Queen's Award for Voluntary Service.
- Funding and introducing a Body-Worn Video pilot which will be expanded in 2015/16.
- Introducing the Community Remedy, giving victims a say in offenders' punishment.
- Launching the Kent and Medway Mental Health Crisis Care Concordat to improve services for people suffering mental health illness.
- Establishing a People Board to support the Force culture change, providing a forum for officers and staff to openly discuss organisational matters.
- The joint Support Services Directorate winning an award from the Institute for Continuous Improvement.
- Successfully transferring employment of police staff between the Commissioner and the Chief Constable.
- Expanding and enhancing governance around holding the Chief Constable to account by introducing an independent Ethics Committee.

Cut crime and catch criminals

Key progress areas in 2014/15

Use of technology

Policing is facing many challenges, and the use of technology can assist with improving efficiency and effectiveness.

Preparations have continued for the Kent introduction of Athena in 2015, a major new collaboratively procured operational system that will streamline business processes. Athena will replace the current operational system, providing linked investigation management, intelligence, case management and custody for Kent, Essex and five other forces – Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk.

With my support and that of the Essex Police and Crime Commissioner, Kent Police and Essex Police submitted a joint innovation fund bid to the Home Office for the purchase of Body-Worn Video (BWV) and the associated back office infrastructure. The bid was successful and as a result, funding secured for 400 BWV sets in each force and a shared storage and software capability.

In Kent, the distribution of the 400 sets was determined based on demand for calls, number of complaints received and public satisfaction levels within the 13 districts. As a result, the districts of Maidstone, Medway and Thanet were selected as pilot areas. The trial phase commenced in September 2014, below are some examples of video captured and how it has assisted Kent Police:

- A high speed pursuit of a stolen vehicle that hit a police car and a member of public's vehicle. The offender has been charged with five crimes including handling stolen goods, failing to stop and dangerous driving.
- An officer discharging a Taser with the footage being shared with the Independent Police Complaints Commission to determine if its use was justified.
- An assault on a police officer - the duty solicitor was shown the footage pre interview and a guilty plea submitted (to stop the footage being shown at court).

The Chief Constable has now prepared a business case to justify a broader role out of BWV in 2015/16. Undoubtedly, it is a tool that delivers positive outcomes and the benefits of its use include:

- enhanced contemporaneous evidence capture;
- swifter justice;
- early guilty pleas and admissions;
- more appropriate sentencing; and
- reduced bureaucracy throughout the criminal justice process by focussing on the needs of victims.

Kent Police is also developing new mobile technology. This will provide front line staff with the equipment needed to ensure their time is used efficiently and effectively. The aim is that all appropriate operational officers and staff will be issued with a tablet type device allowing them to spend more time out of the station and in the community.

Confidence in crime recording

In 2013, 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 one in ten crimes reported to Kent Police were not being recorded correctly.

Following this inspection, Kent Police implemented a comprehensive action plan to ensure the public of Kent could have greater confidence in the crime figures. Organisational and cultural changes were introduced and a subsequent HMIC inspection found the recording rate had improved to 96%.

However, to truly embed cultural change within an organisation as large and complex as Kent Police, it was recognised that there needed to be sustained effort and appropriate resources made available. To help support that long-term culture change, I ring-fenced £30,000 for use on programmes and initiatives that would help ensure the culture continued to develop into one where quality of service and the needs of the victim were central to all that happens.

To further support the culture change, I also established a People Board. The first meeting was held in July 2014 and on behalf of the people of Kent, it provides an opportunity for me to ensure the Kent Police Mission, Vision and Values are being truly engrained within the organisation. Hearing directly from officers and staff, including staff associations and support groups, it focuses on the morale and wellbeing of the Force's greatest asset, its people, rather than holding the Chief Constable to account. Representation at the People Board continues to grow and I have received positive feedback from across the organisation.

The crime recording accuracy issue isn't confined to Kent though, and HMIC conducted their first national inspection in 2014. For Kent, this was actually the third inspection and I am very pleased that it found the 96% accuracy rate had been maintained, with HMIC concluding that the people of Kent could have confidence in the crime figures. However, HMIC found varying degrees of accuracy nationally, ranging from 60% upwards and estimated one in five offences that should have been recorded as crimes were not. For a number of forces, the journey that Kent Police has been on over the last couple of years is just beginning.

I remain steadfast in my support for the changes instigated within Kent to improve crime recording. I am also very proud that the public can continue to trust the crime figures and have confidence in the operational plans based upon them.

Support for rural and business communities

I recognise the challenges that can be faced by the rural and business communities in Kent and continue to support the Crime Rural Advisory Group (CRAG) and the Business Crime Advisory Group.

A Rural Crime Conference was held in October 2014 hosted by the Chief Constable, the Chair of the Crime Rural Advisory Group (Mr Michael Bax) and myself. This saw the launch of the Rural Task Force (RTF), a new team combining the existing Gypsy Liaison Team and the Rural Liaison Team, as well as the launch of Kent Police's new Rural Strategy.

The Strategy is primarily designed to better enable Kent Police to work in partnership with local communities and key stakeholders such as the CRAG and the National Farmers Union (NFU) in order to enhance their ability to tackle rural crime and ASB.

The RTF has gone from strength to strength and as a result, Operation Nonagon, which focuses on tackling rural crime now takes place in all districts; 220 staff took part in the most recent operation. Operation Nonagon has also resulted in numerous arrests and successful prosecutions for rural related theft, the recovery of stolen property and provides an increased visible presence that both reassures communities and deters criminals.

The launch of the RTF has also resulted in an increase in prosecutions for poaching/hare coursing. From September 2014 to February 2015, 15 prosecutions were made, with 11 vehicles being seized as a direct result of focussed policing within rural communities.

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

Key progress areas in 2014/15

New policing model

Following Chief Constable Pugh's appointment in January 2014, one of his first decisions, with my support and encouragement, was to review the policing model.

The review led to a locally focused policing model going 'live' on 24 June 2014. By bringing 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 provides greater flexibility in deploying local resources.

The model also created Community Policing Teams for each district, an additional local resource able to respond to calls for assistance and with the skills to respond to the needs of local people. This includes tackling persistent or problematic crime/ASB and spending more time in local communities. I fully supported the adoption of Local District Policing Teams to maximise the contact between officers and the local community whilst maintaining a focus on cutting crime.

The model ensures my joint vision with the Chief Constable is realised by retaining neighbourhood policing as the bedrock of policing in the county, whilst ensuring the Force is able to realise its savings target.

Since 4 March 2014, Kent Police have also been operating a public call triaging system and crime allocation model, identifying telephone calls that do not require initial police attendance and assessing the necessity for further allocation and/or investigation as per the victim's wishes and available evidence. The crimes are managed by the Investigation Management Unit (IMU) through direct contact with victims, with consideration being given to maximising evidence capture, opportunities for further lines of enquiry and/or progression of the investigation.

This process replaces the need for Kent Police to attend all crimes, allowing patrols to be available for emergency calls for assistance and other priority investigations, whilst also ensuring the best use of resources.

Wider policing family

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

I was particularly pleased at Kent County Council's decision to retain the Community Wardens; they play a pivotal role in local communities and are highly valued members of the wider policing family.

In Kent, Special Constables provide over 100,000 hours of policing annually and I continue to provide funding to support their on-going recruitment and development. In addition to providing local neighbourhood policing and responding to emergency calls for assistance, a key component of the strategy to encourage their retention has been to expand the range of roles they can perform, playing to strengths, interests and professional backgrounds. Rural Specials have been introduced to focus on crime and engagement in these areas; many are land agents, farmers, and rural residents. The Marine Specials have been broadened to include specialist search, providing a valuable reserve to call on when needed. Roads Policing Specials are now able to undertake Advanced Driving courses, making them as qualified as their regular counterparts, and a number of Specials are also working with the Dog Section.

Four new trainers have also been recruited to improve the skill set of existing Specials and accelerate the training of new ones. They continue to deliver a motivated, productive Special Constabulary better able to support regular officers in a greater variety of ways and more focussed on community engagement and the priorities in my Police and Crime Plan. The trainers have also developed new and innovative flexible training packages more suited to the needs of the Special Constabulary.

I am also very proud that the Kent Special Constabulary received the Queen's Award for Voluntary Service in recognition of its service to residents in Kent. This has the status of a collective MBE and Kent is the only Special Constabulary to have ever been presented with the award. The officers were recognised for 'providing innovative community focused policing to the people of Kent'.

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

Mobile Police Stations

One of my manifesto pledges was to introduce a fleet of Mobile Police Stations to support enhanced engagement and make it easier for all communities to access policing services.

Whilst they were rolled out in September 2013, a review was conducted in 2014 and I am pleased that this resulted in a number of developments to improve the service, including:

- A dedicated team of PCSOs assuming responsibility for the scheme, bringing increased continuity and resilience.
- Coverage broadened to include fixed venues, dynamic response to daily business priorities, and ring-fenced weekends to attend community events. With an emphasis on pro-active visible patrol, their range has been extended into urban locations enabling them to respond to changing crime and ASB hotspots, as well as areas that suffer from repeat or seasonal crime trends.

- Deployment times amended to provide greater coverage, increasing from five days to seven days a week.
- Weekends being kept free to attend fetes, fairs and other community events that present an opportunity for public engagement and bespoke crime prevention advice.
- Following interest from partner agencies, the Force has explored ways to join forces in areas of mutual interest.
- Details of locations and timings being published on the Kent Police website and tweeted by the PCSO staffing via a Twitter account. Parish Councils are also advised of routes and venues, as well as any changes.

Linked to the implementation of the new locally focused policing model, the Mobile Police Stations provide District Chief Inspectors with a flexible resource, which they can quickly and easily direct towards district policing priorities, helping to address local needs.

Prevent crime, ASB and reduce repeat victimisation and offending

Key progress areas in 2014/15

Youth Commissioner

In early April 2014, Kerry Boyd formally commenced her role as Youth Commissioner. Kerry's brief was to engage with young people across the county to better understand their policing needs and opinions in order to advise the Commissioner and inform the Police and Crime Plan.

An early reflection in response to a particular set of circumstances saw a realignment of the Youth Commissioner role, with Kerry undertaking 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 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 allowed Kerry to gain the views of young people on policing priorities, collate feedback from those using the Community Activity Team service and generate a recommendations report for CXK.

During her time as Youth Commissioner, Kerry engaged with hundreds upon hundreds of young people at Youth Councils/Parliaments, Pupil Referral Units and Detached Youth Provision seeking their views on policing and staying safe. Kerry also researched youth provision across the country, engaged with partners about youth services and participated in youth programmes – leading and mentoring young people.

At the conclusion of her time with my office, Kerry produced an interesting report which not only identified a range of issues affecting the relationship between young people and the police, but also recommendations as to how this could be improved for the future. I have incorporated a number of Kerry's recommendations in my Police and Crime Plan.

Kerry's contract finished at the end of February 2015. Kerry was a great advocate for my office and gave up numerous evenings and weekends as she travelled far and wide to get the widest views possible. I am now looking to the future of youth engagement and working closely with a group of representatives who either speak on behalf of, or work with young people to develop the best method for ensuring their voices are heard in policing.

Community Remedy

In addition to streamlining nineteen powers into six new powers, the Anti-Social Behaviour, Crime and Policing Act 2014 introduced two new measures to give victims a greater say. They were:

- The Community Trigger, giving victims and communities the opportunity to request a review of reports of persistent ASB by multi-agency partners.
- The Community Remedy, giving victims a say in the punishment of offenders when a community resolution is used for low-level crime and ASB.

Police and Crime Commissioners were tasked with consulting members of the public and community representatives on what actions they would consider appropriate as a Community Remedy. The consultation in Kent commenced on 4 August 2014 and concluded on 31 August 2014.

Based on the consultation findings, I am pleased that front line officers are now able to invite victims to choose from the following when a community resolution is to be used:

- Financial Compensation (payment of cost of damage or replacement of property).
- Reparation (repair of damage to victims' property or work in the community).
- Parenting contract (voluntary agreement signed by the offender's parent/guardian outlining expected behaviour).
- Acceptable behaviour contract (written agreement specifying behaviour).
- Written apology to the victim.
- Verbal apology to the victim.
- Restorative intervention (facilitated process between victim and offender to discuss the harm caused).

Partnership working

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

Given the excellent work of the Community Safety Partnerships (CSPs), amongst many others, I have continued to provide financial support to these existing partners. Historically, funding to partners including the CSPs was awarded on an annual basis, affecting the viability of projects. In 2014/15, I am pleased to report that I was able to honour the three year funding commitment I gave to partners in 2013/14, providing funding certainty and enabling them to effectively plan for the longer term.

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

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

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

Put victims and witnesses at the heart of processes

Key progress areas in 2014/15

Compass House

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

In advance of this taking place, work was undertaken with partner agencies in Kent to identify opportunities to improve existing victims' services and to understand the gaps in service provision. This work identified that there was a need for a greater co-ordination of services to victims and witnesses and the concept of a centre for care and advice emerged.

The aim of the centre for care and advice for victims and witnesses, or Compass House as it has been named, is to provide the best possible support to victims of crime across the county. It provides enhanced multi-agency working and information sharing, enabling services to be tailored to the individual's needs and circumstances.

I feel very proud of the significant work undertaken by my office and Kent Police to develop Compass House, including identifying a suitable building and commencing refurbishment. It also included engaging with key stakeholders on their role in the centre and the development of wider service improvements for victims and witnesses.

In December 2014, I signed an agreement with Victim Support to develop an enhanced support service tailored to meet the needs of victims of crime in Kent rather than a national, one size fits all approach. This includes the co-location of Victim Support and the Kent Police Witness Care Unit at Compass House, bringing significant benefits including:

- the provision of an improved quality service for victims that is tailored to their needs (e.g. being able to give evidence remotely);
- closer working and less duplication;
- improved information exchange and case management;
- improved pooling of multi-agency skills and expertise; and
- alignment of the victim's support with their journey through the criminal justice system.

The approach taken by my office was singled out by the Cabinet Office as an exemplar of good practice when working with the third sector.

From April 2015, the service will be extended to include victims of a greater range of crime types than under the national contract. It is estimated the service will support an additional 14,000 people, with a total of around 53,000 victims of crime receiving help each year.

Compass House will be officially opened in June 2015 and provision in the centre includes counselling rooms, two live link suites and reception/information area. In addition, there is a multi-agency training room and a number of 'hot desks' for use by partners.

Specialist victim services

In October 2014 Portsmouth University produced the 'Strategic Assessment of Support Services for Victims in the South East'. This needs assessment included:

- mapping the victim's journey;
- barriers to accessing support services; and
- priorities, best practice and gaps in service provision.

This assessment has been pivotal in helping to inform the commissioning of victim services in Kent. In particular, it helped to identify where specialist services could be enhanced to ensure victims have access to services that help them in coping and recovering from a crime.

As a result of the work by Portsmouth University, a funding opportunity was made available to existing support providers to deliver the following services in Kent:

- General crime trauma counselling and therapeutic services.
- Support for victims of hate crime.
- Support for children and young people who have been victims of crime.

Live link

Live link makes it easier for vulnerable victims to give vital evidence. The video system spares victims and witnesses the trauma of going to court if they feel threatened or too intimidated to attend.

This technology supports my commitment to place victims and witnesses at the heart of the criminal justice system. I am pleased to report that during 2014/15 it's become more widely accessible to both victims and partner agencies across the county:

- Vulnerable witness suites - established at Sittingbourne, Swanley and Margate police stations, as well as two at Compass House, the centre for care and advice for victims and witnesses in Ashford. Work is also underway to provide a facility at the Council offices in Chatham which will be the first in the country outside police/court estate.
- Police officer facilities - total of eight live link rooms around the county, plus the ability to use the equipment in all seven custody suites. Tests have also been carried out using mobile devices, to swear out search warrants without the need for a fixed site, which if successful could be used by officers to give evidence.
- Courts - fourteen Crown Court rooms have video equipment and are linked to the Kent Police network. I have also funded a programme of work to video enable Magistrate Court rooms in Kent, and by summer 2015, there will be nineteen where evidence can be given by video link. Talks are currently on-going with the MOJ in relation to one further court, which if agreed, will make Kent the only county with 100% capability. In addition, three courts have been selected to have a back room video facility to deal with search warrant applications, removing the need for police officers to travel to court and to minimise disruption to live court rooms.

TrackMyCrime

TrackMyCrime is a web-based interactive service that provides victims with online updates on their crime investigations. Victims have the option of using the system, but if they don't have an email account or internet access, face-to-face or telephone contact can still be used.

It supports my manifesto pledge to put victims at the heart of the criminal justice system, and I am pleased to report that TrackMyCrime was launched by Kent Police on 1 April 2014.

The benefits of TrackMyCrime for victims are more choice in how they receive updates and the ability to receive updates at their convenience. The benefits for officers are that updates can be provided at any time and they can be provided without having to get hold of the victim in person.

Victims' Charter

Launched jointly by the Chief Constable and me in April 2014, the Kent Victims' Charter outlines ten pledges that promise to put the needs of victims first, to offer individual support if needed, and to help victims through the often traumatic criminal justice system.

The aim is to make the victim's experience of the criminal justice system as smooth as possible and to make it a priority, rather than part of the 'process'. The Victims' Charter helps to make this happen and supports my manifesto pledge to put victims at the heart of the criminal justice system.

Protect the public from serious harm

Key progress areas in 2014/15

Kent and Essex Serious Crime Directorate (SCD)

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

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

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

For example, in May 2014, Op Lakeland saw 30 warrants executed at addresses across Kent, the Midlands and Yorkshire. More than 320 officers from Kent Police were involved with the National Crime Agency, officers from Slovakia Police and Kent County Council Specialist Children's Services. The investigation focused on an organised criminal network believed to be involved in the sexual exploitation of young girls from the Slovakian Roma community in Margate, Folkestone, Dover and Gravesend. As a result, over 30 vulnerable children were protected from further significant harm and a number of suspects charged with offences including child prostitution, false imprisonment, indecent assault and rape.

The Financial Investigation Unit (FIU) within the SCD not only supports investigations, but also ensures the provisions within the Proceeds of Crime Act (POCA) are fully utilised to strip criminals of assets they have obtained illegally. In addition, the SCD regularly supports local policing with forensic services, intelligence and additional investigative capacity for specific operations. Through partnership working, the SCD is also building the appropriate capability and leading the response to combat the growing threat from 'cybercrime'.

I am proud of what the SCD has achieved in 2014/15. By pulling together resources from within the Directorate, across departments and working with partner agencies to achieve a common goal, the SCD continues to keep the people of Kent and Essex safe from the threat of serious and organised crime.

Sexual Assault Referral Clinic (SARC)

In July 2014, my office was successful in a bid to the Ministry of Justice Competed Fund. The funding, totalling £149,861 was awarded to Kent in order to support the on-going development of the SARC in Maidstone. In particular, it was used to enable victims of rape to self-refer to the SARC, as previously referrals could only be made after an allegation had been reported to the police.

To support self-referrals a dedicated telephone line, a website and a member of staff, to promote access to the SARC by establishing links with those likely to come into contact with victims of sexual assault, were introduced.

Kent and Medway Mental Health Crisis Concordat

A national Mental Health Crisis Care Concordat was published by the Department of Health in February 2014 and it redefined the core responsibilities of health, police and other agencies in providing care for people experiencing a mental health crisis. It also included an expectation that each police force area in England would have a Local Concordat by December 2014.

In December 2014 a number of organisations in Kent signed the Kent and Medway Mental Health Crisis Care Concordat. By signing the Concordat, signatories including the NHS, Magistrates Association, British Transport Police, Kent County Council and healthcare providers agreed that they will work to develop services including:

- making early interventions to prevent people reaching crisis point;
- ensuring a multi-agency response for people in crisis so their needs are met in a healthcare setting; and
- providing a plan that supports the recovery and prevents reoccurrence for those who have experienced a crisis.

In Kent, examples of success in delivering the Local Concordat include the opening of a 'Place of Safety and Assessment Suite' for young people, and the Street Triage Pilot, which I part funded, being extended to seven days a week. I am also proud that in May 2014, Kent Police received an accolade for the Street Triage project for 'Outstanding partnership work' at the Kent and Medway NHS Partnership Trust's annual Staff Awards.

Due to the significant work that has been undertaken in 2014/15, I am reassured that 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.

Deliver value for money

Key progress areas in 2014/15

Comprehensive Spending Review (CSR)

In response to the last four years of grant cuts under the first CSR (2011/12 to 2014/15), the Force delivered a new policing model as well as other savings totalling £50m. Those savings have come at a cost though, with approximately 500 police officers and 720 police staff not being replaced when they have left the Force.

In a new round of grant cuts, for the year 2015/16 the Force will have to find a further £14.5m of savings. Thanks to sensible planning, the Force will be able to deliver this without any significant cuts in front-line visible neighbourhood policing. In part, the savings will be met by improved use of IT and innovation. However, it will require the loss of another 100+ jobs, a mixture of officers, PCSOs and staff, primarily through natural attrition and further restructuring.

Beyond 2015/16, the same level of cuts to the police grant from 2016/17 onwards as seen in the previous round up to 2015/16 could be faced. To put this into context, a further 20% real cut in police grant implies minimum further savings of £47.2m over the period 2016/17 to 2018/19. In addition to the £14.5m required in 2015/16, this makes a total of £61.7m further savings as a minimum over the period 2015/16 to 2018/19 – but it could be even worse.

However, even with maximising local efficiency, faced with that level of cuts to police funding, I believe there needs to be a serious national debate about the role and expectations for policing over the medium to long term, and in particular the balance between local, regional and national.

Innovation partner

In December 2013, I engaged Deloitte to act as Kent's innovation partner. The purpose of the innovation partner was 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) was delivering services in the most efficient and effective manner in light of financial pressures.

During 2014/15, Deloitte worked closely with the Force and benchmarked on-going activity with developments in both the public and private sector. Having reviewed a range of the Force's activities, they also provided a number of potential options for future consideration in light of the on-going austerity challenge.

I am pleased to say that the Force's internal activity stood up very well to benchmarking across the private and public sector, and that the Force are now developing a range of initiatives designed to assist with meeting the very real financial challenges ahead. HMIC's assessment of the Force's preparedness for securing its financial position in the short and long-term is testament to this (see below).

Following the completion of their work, Deloitte were invited back by the Athena Management Board to conduct a review of the management structure for the Athena project to ensure it is optimised to meet the evolving challenge of transitioning from delivering a new system, to one of developing an in-place system; this work is on-going.

Collaboration

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

I am confident that collaboration with Essex Police continues to provide benefits both in efficiency and operationally. In February 2015 the combined Support Services Directorate won first place in the Institute for Continuous Improvement's national awards. The award citation commented on the extent of innovation, commitment to customer focus, well thought through approach to business planning, impressive staff engagement and demonstrable evidence of sustained improvement.

This is a real success for shared services across Kent and Essex. It dispels the myth that public sector staff are faceless bureaucrats who do not have any inkling of what it is like to deliver value for money for tax payers. Nothing could be further from the truth about the staff who work in the Support Services Directorate.

In addition to the key role played by the joint Serious Crime Directorate, I agreed to formalise and enhance collaboration between the South East police forces via regional units, including the South East Regional Organised Crime Unit (SEROUC) and the South East Counter Terrorism Unit (SECTU).

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

Her Majesty's Inspectorate of Constabulary

The HMIC Value for Money profile shows Kent to be an efficient force in comparison with other forces. This is a key source of assurance and remains an important benchmark. Any areas where Kent Police are significantly over or below the average compared with other forces are thoroughly investigated.

Annually, in each of the last four years HMIC have also conducted a 'Valuing the Police' inspection to assess forces' plans and progress in meeting the Comprehensive Spending Review savings requirements. Following their latest inspection of Kent, conducted in May 2014, I am pleased to report HMIC's judgements were as follows:

Key question	Judgement
1) To what extent is the Force taking the necessary steps to ensure a secure financial position for the short and long term?	Outstanding
2) To what extent has the Force an affordable way of providing policing?	Good
3) To what extent is the Force efficient?	Good

The Force received an overall judgement of 'Good' with HMIC concluding 'Kent Police has responded well to the financial challenge of the spending review. Importantly, the Force is planning for the long term by taking the necessary steps today, so it is ready to meet future funding challenges in this on-going era of austerity'.

Stage 2 transfer

The Police Reform and Social Responsibility Act created two new corporation soles, the Commissioner and the Chief Constable. Prior to this, Chief Constables were not legal entities and could not employ staff. Therefore an agreement needed to be reached by 1 April 2014 about which staff would be employed by which corporation sole. This process was known as the 'Stage 2' transfer.

The timing of the Stage 2 transfer coincided with a wider planned review of Kent Police and my office engagement and communication functions as well as the priorities within the Police and Crime Plan. Whilst this work continued, the Stage 2 transfer was kept under constant review.

I am pleased to report that all police staff have subsequently been transferred to the employment of the Chief Constable, with the exception of those employed in the Office of the Police and Crime Commissioner.

Meet national commitments for policing

Key progress areas in 2014/15

Strategic Policing Requirement

The Home Office defines the national expectations placed upon the Force in the Strategic Policing Requirement (SPR). This sets out the national threats that the police must prepare for and the capability Kent Police must have to support tackling them, as well as mutual aid arrangements with other forces.

In September 2013, Kent Police was one of 18 forces inspected by HMIC as part of a three-year programme to examine the arrangements forces have in place to meet the SPR. Their report on Kent Police was published in November 2014.

I am pleased to report that Kent was identified as collaborating effectively to tackle serious and organised crime threats, with this work being in addition to the Regional Organised Crime Units (ROCU). In addition, Kent was found to have sufficient Police Support Units (PSUs) for the assessed local threat and was a net provider of officers under mutual aid arrangements.

Code of Ethics/Ethics Committee

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

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

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

The Committee is scheduled to meet twice a year and its scope is divided into a number of areas including (but not limited to):

- leadership;
- debating complex operational or personnel issues;
- proactively challenging Kent Police on themes of national significance, especially the use of resources in austere times;
- ensuring senior leaders' decision making is in keeping with the Force's Mission, Vision, Values and Priorities;
- influencing police culture; and
- fostering attitudes and practices which are ethical.

In addition, it will examine issues arising from:

- the Force's internal Ethics Committee;
- the Commissioner's People Board;
- individuals within the Force (at any rank) or my office directly; and
- suggestions by Committee members concerning matters of national or local importance.

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

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

In the future, this section will report on the work of the Ethics Committee. However, given the timing of their first formal meeting, it has not been possible to include an update in this Annual Report.

Performance

As outlined earlier in this report, concerns were raised in 2013 regarding crime recording accuracy in Kent and I asked HMIC to conduct a full inspection. The resulting report highlighted that one in ten crimes reported to Kent Police were not being recorded correctly.

Following this inspection, from July 2013 Kent Police implemented a comprehensive action plan to ensure the public could have greater confidence in the crime figures. Organisational and cultural changes were introduced, and as a result all subsequent HMIC inspections have found Kent Police's recording accuracy to be around 96% - one of the highest nationally.

However, as a result of the work to improve accuracy, from July 2013, the Force saw an increase in offences; with crimes previously not recorded, now being recorded. Some categories, such as violence against the person and sexual offences were also more affected than others. It is important to note that this also resulted in the 'normal' level of recorded crime in Kent being recalibrated. The increase in recorded offences peaked in June 2014 when 12 months data at the recalibrated level (July 2013 to June 2014) was compared with the previous 12 months (July 2012 to June 2013). For victim based crime, this showed an increase of 11.3%.

Based on analysis, the Force estimated that the increase in recorded crime would fall by approximately 1% each month as the two periods became more comparable. By the end of June 2015, when there's two years' worth of comparable data at the recalibrated (96% accuracy) level, the Force anticipates recorded crime will have stabilised and the change will be +/-1%.

This is supported by HMIC who in 2014 stated that Kent Police performance is improving and that a true comparison will not be available until 12 month period to June 2015 data, when year on year comparison will be like for like in terms of recording accuracy.

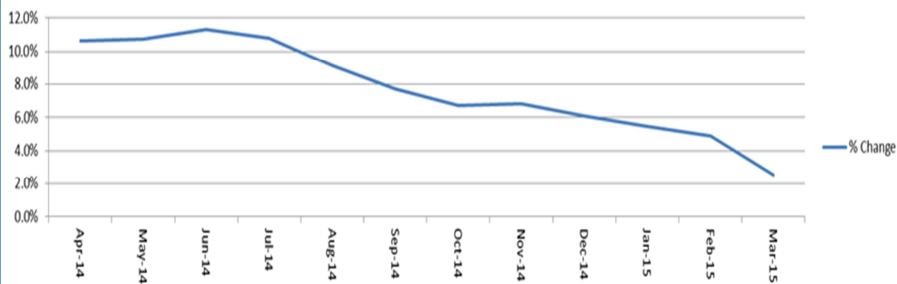
For the purposes of this report, I have provided a comparison of financial year 2014/15 with 2013/14 across four crime categories: Victim based crime (VBC); Violence against the person (VAP); Sexual offences and Burglary dwelling (BD). However, as stated above, this is not a like for like comparison in terms of recalibrated data. It should also be noted that the most recent official published data only covers the 12 month period up to December 2014. The following 2014/15 financial year data should be considered provisional until the figures are published by the Office for National Statistics.

The following table shows the number of recorded offences in each category in financial years 2014/15 and 2013/14, as well as the percentage change.

	2014/15 – total offences	2013/14 – total offences	% Change
Victim based crime	102,628	100,091	+2.5%
Violence against the person	28,624	25,771	+11.1%
Sexual offences	2,626	2,233	+17.6%
Burglary dwelling	5,301	6,182	-14.3%

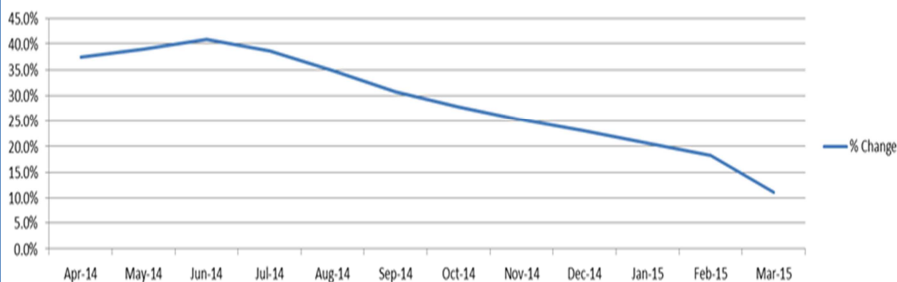
In order to add context and illustrate the direction of travel in recorded crime over financial year 2014/15, the following graphs depict the percentage change month by month.

% Change for VBC rolling 12 months compared to same period 12 month prior



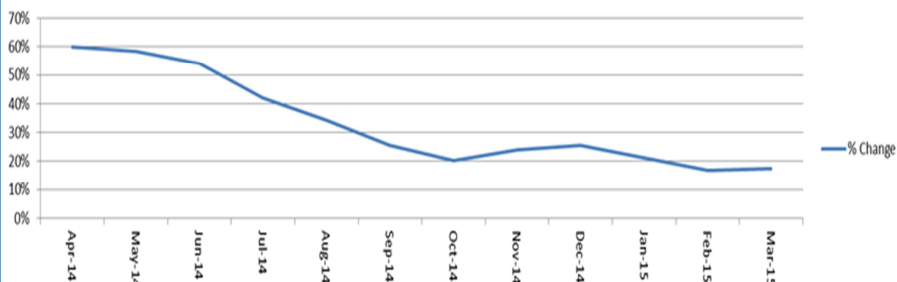
The direction of travel for Victim based crime followed Force predictions, with the increase peaking at 11.3% in June 2014 and subsequently falling month on month to the 2.5% end of year figure.

% Change for VAP rolling 12 months compared to same period 12 months prior



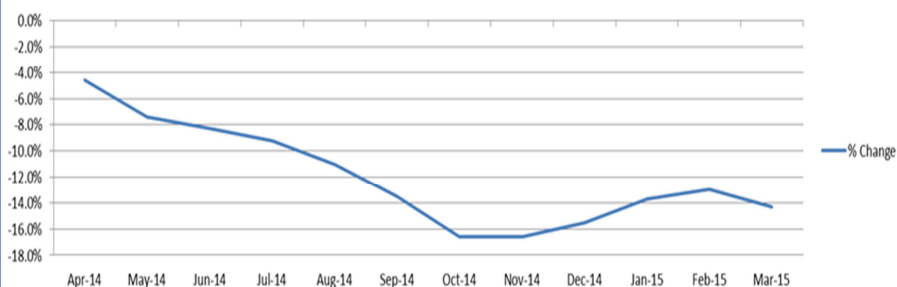
A similar pattern is evident for Violence against the person and Sexual offences, both crime categories that were particularly susceptible to under recording prior to July 2013.

% Change for Sexual Offs rolling 12 months compared to same period 12 months prior



In the case of Sexual offences the peak was a little earlier (April 2014), but the direction of travel stabilised towards the end of the year. It's likely that other factors including Operation Yewtree and the so-called 'Savile' effect also had an impact, with victims being more willing to report offences.

% Change for BD rolling 12 months compared to same period 12 months prior



Burglary dwelling was largely unaffected by the improvements in recording as very few offences would not have been recorded prior to July 2013.

Kent Police are clear that success is a reduction in recorded crime. I hold the Chief Constable to account for performance through formal governance structures, including my Governance Board and weekly meetings, as well as through informal liaison between my office and the Force and ad-hoc discussions.

My office receives and reviews performance data on a regular basis and staff within my office attend a number of Force meetings, including the Performance Management Committee which is chaired by the Deputy Chief Constable. In addition, I receive regular objective performance assessments from HMIC, and where necessary, can commission HMIC to conduct inspections into any aspect of Force performance (as I did in relation to Kent's crime recording accuracy).

Review of Engagement Strategy

I agreed to participate in the Channel 4 fly on the wall documentary 'Meet the Police Commissioner' (aired 29 May 2014) to be transparent and help people better understand the complex and challenging role of a Police and Crime Commissioner.

Unfortunately, the programme did not do this. I was acutely disappointed that there was too much emphasis on me as an individual and not enough on the work of my office and have apologised for the negative reporting and upset it caused, especially to the hard working men and women of Kent Police, who do such a fantastic job. When approached to participate in the programme I did take advice, but the final decision was mine – with the benefit of hindsight, I admit it was the wrong one.

As a consequence, I reviewed every aspect of my approach to engagement and considered where and how things might be done differently. In common with other Commissioners, my initial communication and engagement strategy centred on explaining the role. Whilst my approach continues to be focused on listening to communities, it is now also about building meaningful and mutually beneficial relationships with Kent Police, partners and stakeholders. In addition, it focuses on business as usual; a more policy orientated online presence and promoting a corporate professional image through balanced local engagement/communication tailored to suit the audience.

Examples of action I have taken include:

- the creation of a corporate PCC Twitter account;
- the retiring of the Community Outreach vehicle;
- holding regular regular programmed meetings with key partners/stakeholders;
- more face-to-face briefings with officers/staff; and
- the introduction of a People Board to enable officers and staff to give their perspective on Kent Police and the issues that matter to them.

As part of their challenge and support function, the Kent and Medway Police and Crime Panel have discussed and endorsed my re-focused engagement strategy.

My two dominant messages to the public of Kent have been, and continue to be:

- a commitment to retaining visible, community policing as the bedrock of policing; and
- ensuring victims and witnesses are at the heart of the criminal justice system.

Public Engagement

Tackling local issues requires local knowledge. During 2014/15 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 and Chief Constable events

A number of events have been held, including in Gravesend, Swanley and Sittingbourne. These events give members of the public the opportunity to ask questions of me and the Chief Constable about local policing issues.

Web Chats

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

Commissioner's Surgeries

I have held surgeries in Thanet, Chatham and Maidstone. These sessions are specifically for people to come and meet with me on a one to one basis to discuss personal matters.

Council Leaders

To inform my work and discuss policing across the county, I have met with the Leaders of Kent County Council and Medway Council as well as all district and borough council Leaders.

Kent Association of Local Councils (KALC)

Two joint meetings with the KALC have been held during the year, bringing parish representatives together to talk about my Police and Crime Plan. There has been good attendance and I am very grateful to the KALC for arranging these meetings and inviting me along. I am invited to many parish council meetings and attend when I am able to do so, but unfortunately due to diary commitments this is not always possible.

Community Engagement

As part of my statutory duty to engage with the local community, I have visited many villages and town centres across Kent. These visits offer an opportunity to talk to a wide range of people about their policing issues and concerns.

I have also visited a number of Community Safety Partnerships, the Sexual Assault Referral Centre, attended exercises with Kent Search and Rescue and engaged with representatives from the National Farmers Union. In addition, I have visited the Port of Dover and Coquelles, meeting with representatives from the UK Border Force and Police Aux Frontieres who perform such a critical role in protecting our borders.

I am very proud of the groups, charities and organisations that my office has been able to support with funding, and have visited many to see the difference they make in their local communities. These include:

- Word on the Street - a project that provides after school clubs, youth clubs, homework club, school holiday activities and community events.
- Rubincon Cares - delivery of specialist services to children and young people who have been victims of crime.

Events and Conferences

In 2014/15 I attended and spoke at a broad range of conferences and community group events. These include the:

- Female Genital Mutilation Conference;
- Empowering Women Conference;
- Rotary Club - Whitstable and Chatham;
- Police Federation meeting;
- Canterbury Soroptimists;
- launch of the Children in Care Protocol;
- Community Safety Conference; and
- Disability Hate Crime Conference.

I meet regularly with the Chair of the Independent Police Advisory Group. I have also had the privilege of attending a number of events for minority or 'hard to reach' groups including the Sri Guru Nanak Darbar Gurdwara celebrations, Youth Ngage and Lark in the Park as well as visiting the Nepalese community in Maidstone and Ashford.

I hosted a significant consultation event with representatives from local councils, Neighbourhood Watch and members of the public to debate the budget, council tax precept and future of policing in the county. With the Chief Constable and the Chair of the Crime Rural Advisory Group (Mr Michael Bax), I jointly hosted a Rural Crime Conference that saw the launch of the Kent Police Rural Strategy and Rural Task Force.

Ahead of the General Election I also held a briefing event for prospective Parliamentary candidates that gave an insight into policing in the county and developments that partner agencies are achieving by working together.

In Conclusion

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

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

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Proposal for youth engagement following departure of Youth Commissioner
Item & Date: Item B3 2 June 2015

Executive summary: The Youth Commissioner, Kerry Boyd, formally commenced her role in April 2014. Kerry's brief was to engage with young people across the county to advise the Commissioner and inform the Police and Crime Plan. Kerry engaged with hundreds of young people and produced an interesting report that has been published on the Commissioners website. Kerry's contract finished in February 2015, a number of her recommendations have been included in the Police and Crime Plan.

To assist the Commissioner with determining how best to continue engaging with young people, a workshop was held involving young people and representatives of established groups/organisations who work directly with young people. Three options were identified for the Commissioner's consideration: another Youth Commissioner; create a new forum; and commission youth engagement out. The Commissioner has determined that her preferred way forward is to develop a new forum called the 'Youth Advisory Group'.

The Youth Advisory Group will bring together young people and representatives from a range of established groups who work with young people. Through direct and indirect engagement it will support, challenge and inform the work of the Commissioner. However, the Commissioner is also ring fencing £15k to enable the Youth Advisory Group to fund projects and support engagement activity with vulnerable or 'hard to reach' young people. The Commissioner is also keen that the Youth Advisory Group serves as a forum for other organisations to access young people and to engage with them.

Background:

1. In April 2014, Kerry Boyd formally commenced her role as Youth Commissioner. Kerry's brief was to engage with young people across the county to better understand their policing needs and opinions in order to advise the Commissioner and inform the annual Police and Crime Plan refresh.
2. Kerry engaged with hundreds upon hundreds of young people at Youth Councils/Parliaments, Pupil Referral Units and Detached Youth Provision seeking their views on policing and staying safe. Kerry also researched youth provision across the county, engaged with partners about youth services and participated in youth programmes – leading and mentoring young people.
3. Kerry produced an interesting report, which not only identified a range of issues affecting the relationship between young people and the police, but also recommendations as to how this could be improved for the future. Kerry's report has recently been published on the Commissioner's website.
4. A number of Kerry's key recommendations have also been reflected in the Police and Crime Plan following the 2015/16 annual refresh. These include:
 - Kent Police to pro-actively engage and maintain a rapport with young-people. This may include delivering educational packages, youth programme inputs or referring young-people onto community programmes.

- Raise awareness of young people during officer and staff training.
 - Promote and support projects that aim to integrate young-people from diverse backgrounds. Work with partners to encourage the use of shared community spaces in a safe and non anti-social manner.
 - Work with partners to deliver consistent crime prevention and safety messages to young-people, including an awareness of what is considered anti-social behaviour and information on substance misuse.
5. Kerry's contract finished at the end of February 2015 and was not renewed. The Commissioner is now looking to the future and considering the best way of continuing to engage with young people and making sure their views are heard - after all, approximately 30% of the Kent population is under 25.
6. The Commissioner remains convinced of the need to 'listen and hear' as opposed to just 'talk at and tell'. The Commissioner is also keen to encourage young people who are perhaps more reticent to engage, to come forward – young people are the future and they need to have a voice.

Consultation:

7. To determine the best way of engaging with young people is clearly by talking to young people themselves and those who have direct experience of working with them. On 13 April 2015, a workshop was held involving a number of young people as well as representatives of established groups/organisations who either speak on behalf of, or work directly with young people.
8. In addition to two members of the Commissioner's staff, one of whom facilitated the workshop, participants included representatives from:
- Pipeline Youth Initiative
 - Youth Offending Service
 - Kent Police
 - Kent County Council – Specialist Children's Services
 - Medway – Specialist Children's Services
 - Kent Youth County Council
 - Medway Youth Parliament
 - Kent Police Independent Advisory Group
 - CXK
 - Democratic Services, Kent County Council
9. The following reflects the key areas of discussion:
- Recognition that in addition to engaging with the majority of young people who have no/limited experience of the police/other agencies, it is vitally important to engage with the small 'hard to reach' minority who have regular interaction. The reality is that probably two thirds of police/other agencies time is spent with this 'hard to reach' minority.
 - A need to raise awareness of current youth provision – how does a young person in the 'hard to reach' minority find out about the provision in their area?
 - Concern about simply creating a forum and expecting young people from a variety of backgrounds to engage. Recognition that alternative methods of engagement may be necessary (e.g. on the ground/in their territory and via those that the young people trust).

- General agreement that on the whole Kent Youth County Council and Medway Youth Parliament represent the majority of young people who have no/limited experience of the police/other agencies.
- Since hard cash had been invested previously – the Youth Commissioner's salary - there was concern that without a replacement the perception would be that the Commissioner had dis-invested in young people.
- Agreement that it's too visionary to try and engage with every young person in the county - this isn't achievable with adults let alone young people.
- Acknowledgement that services and resources available to young people vary across the county, therefore a one size fits all approach to engagement is unlikely to succeed.

10. At the conclusion of the workshop, participants identified three options as to how the Commissioner might engage with young people in the future:

a) Youth Commissioner

- General consensus that the Youth Commissioner role had been a success.
- Recognition at how mischievous and vicious the press could be and that this was a significant burden for one person.
- Concern that too often the press and others are quick to judge and can place an individual under intense scrutiny.
- Some concern at the workload and how effective one person can be at representing the views of young people across the county.

b) New forum (bring together workshop participants and representatives from other established groups)

- Recognition that partnership working is vital and that there is already a range of established groups with youth representation.
- Agreement that a new structure shouldn't be created - sensible to draw on established groups, but bring together to improve representation and add greater value.
- Kent Youth County Council and Medway Youth Parliament already have elected representatives, many of whom have specialist skills/knowledge.
- Act as an advisory panel – take burden off one individual and create a group who can engage and feedback.
- May require some funding to commission projects or support engagement with 'hard to reach' young people (e.g. by practitioners on the ground).
- Office of the Police and Crime Commissioner to provide a co-ordinator role.
- Opportunity for multi-organisation access to young people (e.g. link to the Independent Police Advisory Group).

c) Commission out

- Commission an individual or established youth organisation to provide an advisory group.
- Part second staff from established youth organisations to perform engagement function.

Proposal for future youth engagement:

11. Having considered the three options, the Commissioner's preferred way forward is to continue working with workshop participants to develop a new forum called the 'Youth Advisory Group'.
12. The Youth Advisory Group will bring together young people and representatives from a range of established groups who have direct experience of working with young people from across the county. This includes:
 - Pipeline Youth Initiative
 - Kent Youth County Council
 - Medway Youth Parliament
 - CXK
13. The Youth Advisory Group will support the Commissioner in listening and hearing young people by:
 - actively engaging and consulting with young people in local communities;
 - amassing a rich and varied evidence base;
 - advising on young peoples' concerns and priorities to inform planning and the annual Police and Crime Plan refresh.
14. The Youth Advisory Group will act as the voice of young people through:
 - Direct engagement: representatives acting as a Focus Group to obtain fast time feedback.
 - Indirect engagement: representatives engaging with other young people in their organisation and/or local communities, providing a safe environment for them to say what they honestly think.
15. However, the Commissioner also recognises the difficulties associated with engaging the minority, and that you can't simply put a group of vulnerable or 'hard to reach' young people in a room and expect them to talk. As a result, the Commissioner will ring fence £15k (the equivalent of the Youth Commissioner's salary) to enable the Youth Advisory Group to fund projects and support engagement with vulnerable or 'hard to reach' young people. For example, the engagement may need to take place on the ground, in their territory via established organisations/individuals they have a relationship with and trust – this may incur some costs, such as overtime or travel.
16. The Commissioner is also keen that the Youth Advisory Group serves as a forum for other organisations to access young people and to engage with them. For example, it is hoped the Independent Police Advisory Group will consider this an appropriate way to engage with young people in the future.
17. The Youth Advisory Group will support, challenge and inform the work of the Commissioner. It moves away from traditional methods of consultation, as it is driven by young people themselves and those who have direct experience of working with young people. This allows solutions to be put forward to problems young people identify or experience in their own communities.

18. Whilst the exact composition and size of the Youth Advisory Group is yet to be worked through with workshop participants, it will initially be chaired by a member of the Commissioner's staff. Any administrative overhead will also be absorbed by the Office of the Police and Crime Commissioner.
19. It is anticipated that due to its on-going development and the summer holiday period, the first meeting of the Youth Advisory Group will take place in September 2015.
20. The Commissioner does not underestimate the value and insight young people and those who work with young people can provide in ensuring communities remain safe, re-offending is reduced and trust and confidence in the police is maintained. As a result, the Commissioner remains committed to engaging with young people and making sure their views are heard via her new Youth Advisory Group.

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Delivering value for money
Item & Date: Item B4 2 June 2015

Executive summary: Ensuring value for money (VfM) and effective use of resources is a key matter for all Police and Crime Commissioners. The budget in Kent is applied in line with the Police and Crime Plan and monitoring delivery is the key business of the Commissioner's Governance Board.

The Commissioner seeks assurance on the Forces approach to VfM in a number of ways, including HMIC reports, external and internal audits and aligning grants to Police and Crime Plan priorities whilst ensuring there are proportionate governance arrangements.

Kent Police is already a relatively efficient Force, but over the next four years it's likely that a further £61.7m savings will need to be found. Whilst the Commissioner and Chief Constable do not support the privatisation of 'back office' functions at this time, due to the transformational change in policing, the Force already works with a number of private sector partners. The Commissioner is also committed to supporting and further exploiting efficiency opportunities with Essex.

For the Commissioner, in dealing with the financial challenges, the two over-arching priorities remain protecting visible community policing and ensuring victims are at the heart of the criminal justice system. Clearly, the larger the scale of any grant cuts, the more difficult it is to protect front line policing. Therefore, the Commissioner has endorsed a number of strategies developed by the Force, including demand management, technology and innovation, Athena and digitising the criminal justice system.

How the Commissioner holds the Force to account:

1. Ensuring value for money (VfM) and effective use of resources generally is a key matter for all Commissioners. Out of a total gross budget of £306.5m, some £301m or 98% is allocated to the Chief Constable. However, it is all applied in line with the approved Police and Crime Plan which is the key over-arching strategic document and monitoring how the Chief Constable delivers on expectations is the key business of the Commissioner's Governance Board.
2. Beyond the management of the Police and Crime Plan, the Commissioner seeks assurance on the Force's approach to VfM in a number of ways:
 - a) A key component is the annual VfM Profile produced by Her Majesty's Inspectorate of Constabulary (HMIC). It tests spend and income for each force against the national average and the Most Similar Group¹ (MSG) of forces average. The latest version was published in October 2014, and shows Kent Police remains a relatively efficient Force. However, there are no grounds for complacency and where the analysis indicates areas of relatively higher spend, the Commissioner seeks an explanation from the Chief Constable.

¹ Eight forces that have been determined as similar based on a range of characteristics such as population, crime levels, Deprivation Index and infrastructure.

- b) The HMIC VfM Profile also shows relative spend by Commissioners on their respective offices. As the Panel will be aware, the Commissioner inherited a cash budget in November 2012 of £1.53m and has always ensured she stays within this cash sum; indeed with any underspends ploughed back into the Force.
- c) In addition to the annual VfM Profile, HMIC also carry out inspections under the Police Efficiency, Effectiveness and Legitimacy (PEEL) programme, part of which relates to financial planning. The latest assessment is very positive, with the Force receiving an overall judgement of 'Good' and HMIC concluding 'Kent Police has responded well to the financial challenge of the spending review. Importantly, the Force is planning for the long term by taking the necessary steps today, so it is ready to meet future funding challenges in this on-going era of austerity'. These inspections are a key source of assurance for the Commissioner.
- d) The external audit Code of Practice applicable to local government, but including police and fire requires the Auditor to be satisfied as to the Force's approach to VfM. The current assessment remains positive and unqualified.
- e) The Commissioner calls for, or endorses specific initiatives designed to test the efficiency and effectiveness of key business areas. However, a cautionary note, more or less relative spend is not necessarily a sign of more or less efficiency. A classic example of this is the deliberate overhead the Force now carries to ensure around 96% crime recording accuracy and public confidence in the figures. The Panel will be aware that the national average is only 80%.
- f) In consultation with the Chief Constable, the Commissioner sets the key medium-term assumptions. The Commissioner, in her Police and Crime Plan, calls for and supports a number of strategies to meet the implied saving gap to minimise the front line impact. This is expanded upon under paragraph 10.
- g) As in all organisations, the Commissioner draws up and maintains the core Financial Regulations and Contract Standing Orders that the Chief Constable has to follow in normal business. Central to this, as would be expected, is a discipline to ensure sound competition.
- h) All grants given out by the Commissioner are in line with the Police and Crime Plan priorities, supported by clear expectations and monitored through proportionate governance arrangements.

Current VfM Profile:

- 3. The following key data comes from HMIC's latest VfM Profile for Kent and reinforces an assessment of positive relative efficiency:
 - Total cost per head of population - fourth lowest in the country.
 - Workforce cost £132.6 per head of population - below national and MSG average.
 - Non staff cost £34.5 per head of population - well below national and MSG average.
 - Local income generation £11.4 per head of population - above national and MSG average.
 - General grant funding £103.8 per head of population - below national and MSG average.
 - Band D Council Tax (police element) - sixth lowest in the country and well below national and MSG average of £54.8 and £52.1 per head of population respectively.
 - Cost of the Office of the Police and Crime Commissioner (OPCC) per head of population is the third lowest in the country.

Recap of key medium-term financial assumptions:

4. The Commissioner, with advice from her Chief Finance Officer and in consultation with the Chief Constable, has set core assumptions for the next four years, 2015/16 to 2018/19. This implies a saving gap of £61.7m. The position for 2015/16 was confirmed as a cash cut in grant of 5.1%. Absorbing this, plus simple pay and price inflation (of 1% and 2.5% respectively) requires savings of £14.5m in 2015/16, even after a 1.99% rise in Council Tax.
5. Rolling forward these key assumptions, but with the inclusion of expected increases in employer National Insurance in 2016/17, generates a further saving gap of £47.2m for the three years from 2016/17. At this stage we do not know with any certainty what the actual grant position will be next year; nor indeed if there will be additional in-year grant cuts in 2015/16.

Strategies to deal with the medium-term gap:

6. At its meeting on 3 February 2015, the Panel debated with the Commissioner the role of out-sourcing in future strategies. For completeness, the Panel's minute is reproduced below:

'The Commissioner responded to comments relating to privatisation of 'back office' police functions; stating that she and the Chief Constable had considered the approach but could not support its adoption. The Commissioner stated that to reduce the current significant transformational change in policing to one simplistic solution was the wrong strategy at this time. The Commissioner explained that whilst she was not wedded to keeping everything under local control, the Home Secretary was calling for collaboration, not privatisation. The Commissioner highlighted that Kent Police is not a stand-alone organisation and already has a 'mixed economy' approach with cleaning, catering and some IT already contracted out. The Commissioner also explained that much of the back office function is tied in with Essex which had already delivered 15% savings and to unpack this would be foolhardy. The Commissioner expressed her hope that the national structure of police forces would soon be reviewed properly and that this would provide guidance on how to progress such radical organisational changes. With this in mind, the Commissioner stated that whilst everything is always considered she had no intention of implementing piecemeal changes on staffing and would focus instead on developing the savings identified through collaboration with Essex Police.'

7. The Force already employ and work with a number of private sector partners, for example in catering, cleaning, transport and some aspects of IT. However in broader terms, the minute reflects the reality of the complicated policing landscape and the potential for, but uncertainty about structural changes that the next Government may promote in national and regional policing. Local strategies to deal with the future funding challenges need to recognise this. However, under collaboration, the Commissioner is committed to supporting and further exploiting efficiency opportunities with Essex to deliver a significant proportion of the £47.2m of savings.
8. For the Commissioner, in dealing with the medium-term financial challenges, protecting visible community policing and ensuring victims are at the heart of the system are the two over-arching priorities. Clearly the larger the scale of new additional grant cuts, the more difficult it is to protect front line policing.

9. For this reason the Commissioner has endorsed a number of strategies developed by the Chief Constable. They can be broadly summarised as:
- a) Demand management
 - b) Effective partnerships
 - c) Technology and innovation
 - d) Athena – Force wide operational system
 - e) Digitising the criminal justice system
 - f) Efficiency and effectiveness challenges
 - g) Collaboration
10. The following is a brief overview of progress in relation to each strategy:
- a) Demand management: the Force are reviewing in detail the one million incidents that typically come into the Force Control Room each year. The intention is to better understand the demand on police time as a result, bearing in mind that typically “only” 100,000 to 110,000 result in a recorded crime. This has the potential to free up significant officer time in a managed and safe way. A supporting key aspect of this strategy is to invest in a modern website that encourages citizens to resolve queries and access information through the Kent Police website, shifting contact from the Force Control Room. A detailed business case is being developed by the Chief Constable for consideration by the Commissioner.
 - b) Effective partnerships: The Commissioner and the Chief Constable are actively engaging with key partners across the county to ensure demand is managed by the appropriate partner. For example, mental health agencies providing appropriate support for people in a crisis.
 - c) Technology and innovation: following a successful pilot informing a proper business case, the Commissioner is supporting an extended roll-out of Body Worn Video to some 2,000 officers. The Kent pilot and others show major efficiency savings with fewer complaints and quicker justice for victims. The Chief Constable, in a joint pilot with Essex, is also testing the use of mobile devices that will offer a raft of operational applications to help maximise officers time on the front line e.g. electronic witness statements.
 - d) Athena: Kent is one of seven founder forces in the development of Athena, a major new collaboratively procured operational system that will streamline business processes. It will be rolled out to Kent in 2015 and replace the current operational system, providing linked investigation management, intelligence, case management and custody.
 - e) Digitising the criminal justice system: Kent has led the way nationally in this area and significant work continues. For example, with Home Office innovation funding it is planned to extend remand hearings to seven days enabling further exploitation of savings and benefits across the whole system. As referred to earlier, Athena provides significant new capability which includes more automated electronic case file sharing across the criminal justice system. A cautionary note in relation to this strand is that sometimes the benefit from police investment is accrued by other partners in the system.

- f) Efficiency and effectiveness challenges: this is a continuous process, indeed supported by a continuous improvement team under the Deputy Chief Constable that will be setting a savings target for each Kent Police directorate to deliver the remaining £47.2m. This work is well developed and the focus remains on minimising any impact on the front-line. Clearly, a major element will be Support Services (see 'Collaboration') but also management processes generally.
- g) Collaboration: A major review, by private sector partners, of the IT function and capability is currently underway. This is expected to result in a major change programme to service both Kent and Essex. Similarly, the joint Serious Crime Directorate is focusing on a savings programme, and the Support Services Directorate is conducting a review of employment terms and conditions in both forces. Procurement savings targets have also been set.

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Commissioner's Key Decisions – May 2015

Decision:

Following the voluntary resignation of the current post-holder, appointment of a new Chief of Staff.

Justification:

Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint 'a person to be the head of the Commissioner's staff' (Schedule 1, 6 (1) (a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.

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By: Peter Sass: Head of Democratic Services
Mike Overbeke: Head of Public Protection

To: Police and Crime Panel – 2 June 2015

Subject: Complaints against the Police and Crime Commissioner

1. Introduction

- 1.1 At its meeting on 28th May 2014, the Panel received a report on complaints against the Police and Crime Commissioner since she took office in November 2012. The Panel requested a further report in twelve months so this report covers complaints in the period June 2014 - May 2015.
- 1.2 The Elected Local Policing Bodies (Complaints and Misconduct Regulations) 2012 set out the statutory arrangements for dealing with complaints against Police and Crime Commissioners. Police and Crime Panels bear the statutory responsibility for resolving complaints and the Panel has established a Sub-Panel to undertake this role.

2. Complaints procedure

- 2.1 When a purported complaint is received the Regulations provide for an initial decision to be made on whether to record the complaint and, if so, whether to disapply the Regulations. The criteria by which these decisions are made are set out in Regulations and in the existing policy (see Appendix). The Panel determined that these initial decisions should be delegated to the PCC's Monitoring Officer. This delegation was in line with clear Home Office advice and is the approach adopted by most if not all other Panels. The Explanatory Memorandum that accompanies the Regulations states: - "The Government takes the view that the task of the initial handling of complaints and conduct matters sits well with the role of the monitoring officer. Further, allowing scope for these matters to be dealt with internally in the first instance will promote the early resolution of minor complaints without unnecessary bureaucracy".
- 2.2 A complaint against the Police and Crime Commissioner is an allegation or expression of concern that she has taken or not taken an action personally. General criticisms of a PCC or of PCC's in general, or complaints about actions or lack of actions by the police do not come within the scope of the Regulations.
- 2.3 When the Panel reviewed the policy in May 2014, it agreed two changes, namely:-
- i) If a complaint has not been received via the Police and Crime Panel, the Monitoring Officer will inform the Panel both that a complaint has been received, and of the complaint's content;

- ii) Whenever a decision is made to disapply the Regulations a copy of the record of complaint, and of the decision to disapply, will be provided to the Police and Crime Panel.

3. Complaints in the last twelve months

3.1 In the last twelve months there have been 9 recorded complaints against the Commissioner, compared with 4 in the period November 2012 to June 2014. Of those 9, the Regulations have been disapplied in 5 cases. Details of those cases and the reasons for disapplication were provided to Panel officers at the time and officers are fully satisfied that the PCC's Monitoring Officer made the correct decision in every case. In one further case a decision was made not to record the complaint.

3.2 Of the 4 cases where the Regulations were applied, 3 have been considered by the Complaints Sub-Panel, meeting on two occasions. In all three cases the Sub-Panel decided not to uphold the complaint. There is one remaining complaint, where the Regulations have been applied and a meeting of the Sub-Panel will be convened as soon as possible to consider the complaint.

3.3 Compared to the previous period, there has been an increase in the number of recorded complaints against the Commissioner and, for the first time, complaints have been considered by the Complaints Sub-Panel. It remains the case that since November 2012, no complaints have been upheld against the Commissioner and therefore, there has been no requirement for local resolution. The number of complaints recorded against the Kent Commissioner remains low compared with most other Commissioners.

3.4 There is a separate requirement under the Regulations to refer complaints about alleged criminal matters to the Independent Police Complaints Commission (IPCC). There have been no such complaints against the Commissioner although certain matters (not forming part of a complaint) have been referred to the IPCC and a decision is awaited.

4. Review of Policy

4.1 The changes agreed by the Panel last year have enabled Panel officers to satisfy themselves fully that the initial handling of complaints by the PCC's Monitoring Officer is robust and correct. No further changes to policy are suggested at this time.

5. Recommendation

5.1 That the Panel note the contents of this report.

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Complaints against the Commissioner- OKPCC Policy

Version 1	Approved by panel 29.11.2012
Version 2	Incorporating amendments made by Panel 28.5.14

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

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

Making a complaint

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

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

Recording a complaint

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

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

Serious complaints and conduct matters, and referral to the Commission

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

19. The presumption shall be made that if there is any doubt about whether the matter should be referred, it shall be.
20. The matter will be referred as soon as is practicable, and within 24 hours in any case.
21. The complainant and the person complained about¹ will be notified if the matter is referred to the Commission.
22. Where a complaint is referred to the Commission, and the Commission determines that it requires an investigation to be carried out, this shall be done in accordance with Part 3, and Part 2, section 8, of the Regulations.

Disapplication

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

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

Locally resolving the complaint

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

Actions when the complaint is resolved

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

Police and Crime Panel Forward work programme (as at 22nd May)

22 September 2015

Working with the business community	Requested by Panel
Overall crime performance (including violent crime) July 2014- June 2015	Requested by Panel
Update on funding for body worn cameras	Requested by Panel September 2014
Accounts 2014/15	Statutory requirement
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
Update on Victim Centre and Victim support work	Requested by Panel September 2014

February 2016

Draft Police and Crime plan 2016/17	Statutory requirement
Precept proposal 2016/17	Statutory requirement
Panel Annual report	Requested by Chairman

June 2016

Election of Chairman and Vice-Chairman	Annual requirement
Membership of Complaints Sub-Panel	Annual requirement
Complaints against the PCC and policy review	Report by Panel officers
Delivering value for money	Requested by Panel
PCC's Annual report 2015/16	Statutory requirement

Items to note at each meeting

Commissioner's decisions

Commissioner's forward plan of decisions

Governance Board minutes

Meeting Notes

Kent Police and Crime Commissioner's Governance Board – 25 February 2015

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

The Meeting Notes are compiled in Agenda Order.

Summary of Key Points and Actions

PART A – Specifically requested items:

Item 1: Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of Previous Meeting – 14 October 2014

The Meeting Notes from the Governance Board held on 14 October were noted as a true and accurate record and actions were agreed.

Item 3: Performance Update (including details of Performance Framework)

Ms Ashton (Head of Corporate Services) gave a presentation covering the Performance Framework and latest Force performance.

Areas of Discussion:

- **Performance Framework and Grading Process**
 - Kent Police benchmarked against private industry to design the bespoke Performance Framework and other forces are exploring the use of a similar system.
 - The gradings are based on those used by Her Majesty's Inspectorate of Constabulary (HMIC), in their Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessments.
 - The 'journey of a crime' is measured at four points from committal to resolution, to monitor satisfaction levels.
 - A drop in the 'Follow Up' satisfaction level is currently being looked at, and due to improvement in East Division a comparison exercise is being conducted for best practice opportunities.
 - A bespoke training plan ensures all officers have the necessary knowledge and skills to move away from the target based behaviours to the more victim centric approach.
 - HMIC recommendations are reported through the KPM Development Board and impact on the Performance Framework grading process.
 - HMIC are positive about the Performance Framework.
 - The internal Force Grading Meeting has developed into a broader strategic discussion.
 - The second half of the Grading Meeting focuses on the 'Victims Journey'. This involves the Chief Superintendent in Performance being given a random case-file to be assessed for any potential lessons learnt. The themes currently identified have been 'follow up' and 'outcomes' and there is on-going remedial action and continued focus on improvement.
 - The grading process is a rigorous assessment to ensure it is not too generous or harsh, and final say lies with the Operational Chief Superintendent.
 - Early indication is that an outstanding report by the internal auditor (Baker Tilly) will highlight the grading system as national Best Practice in terms of Performance Management.
 - The Chief Constable acknowledged that the implementation of the Performance Framework had been an operational leap of faith for him and other longer serving officers, but it is now a recognised success.

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- The two main risks to the Performance Framework would be a spike in a particular crime type, causing officers to revert to target driven behaviours, or an inability to resource officers with the equipment necessary to streamline the processes, specifically technology.

Item 4: Roads Policing

The Chief Constable summarised the supporting document.

Areas of Discussion:

- **Operation Stack**
 - Processes to improve on the past major disruption caused by Operation Stack are underway, although full resolution is not expected in the near future.
 - The severe resource implications in terms of cost and manpower.
 - Prime Minister endorsement of the Cabinet Minister's pronouncement that it is a national problem because of the impact, is awaited.
 - Pre-emptive action is being taken because a number of factors are expected to lead to further disruption in April.
 - A range of partners have responsibilities during Operation Stack, with the police being accountable for safety and the Highways Agency technically having primacy. This means, Kent Police must assume principal responsibility if forced into an emergency situation, because of the implied safety issues involved with the sheer volume of traffic. £25k daily cost for Kent Police is not reimbursed because of the Force's intrinsic responsibility for safety.
 - Kent County Council (KCC) and the Haulage Industry are interested in building a lorry park/parks in Kent. The Chief Constable is content for this to happen, providing they are off the M20. There is also potential for parking to be provided across the UK.
 - Improved communication (eg across the motorway network) is needed to enable better planned entry into the county and to prevent gridlock.
 - Consideration is being given to how local and non-local traffic can be independently managed without disabling junctions.
 - Operation Stack impacts on the Force's resilience to deal with unrelated matters, and where essential, roles vacated to maintain the Operation are back-filled by assistance from other departments, longer shifts and overtime.
 - David Brazier (KCC) is responsible for liaising with the Prime Minister about the national problem and the Commissioner intends to write in this respect.
 - Kent Police is not able to influence international freight, which equates to 80% of that on the road and are directed to queue in order to get the first available ferry/train.
- **Speeding Enforcement**
 - The Commissioner and Chief Constable specifically commended the work of the Special Constabulary.
- **Preventative Measures**
 - Resource constraints prevent the provision of police presence at all potential speed threats. Partnership working is therefore essential, and one such partner, KCC, have indicated that a lot of councillors have an intent to allocate funding to speed cameras.
 - Praise was given to 'Licensed to Kill' – The heavy impact initiative aimed at young drivers.
 - Revenue from speeding cameras is used to fund enforcement posts and speed related equipment.
- **Partnership Working**
 - Resource reductions have resulted in all partners looking at ways to maintain the volume of work through different working practices.

Action:

- The OKPCC CFO referenced point four of the supporting document, and asked if pro-rata Kent was comparable to other counties, and the Chief Constable advised he would provide this information.
- The Commissioner to write to David Brazier about Operation Stack.

Item 5: Managing 101 calls

The Chief Constable summarised the supporting document.

Areas of Discussion:

- **The Here and Now:**

- A recent server failure resulted in the handling of calls for Kent transferring to Essex under a contingency plan.
- Average call answering times generally remain constant, because resourcing in peak periods is increased.
- Force Control Room (FCR) is very data rich and a review is on-going to ensure the collection of relevant information.
- The FCR has historically had a high turnover of staff. The last three months has however seen the introduction of the cultural change which has been happening in the Force for the last two years, and while the FCR remains a good source of new police officers, personnel are now expressing a wish to remain in post.
- There is an on-going LEAN review of the FCR culture to identify pressures and appropriate support.
- Call handling times that involve excessive delay are investigated, and if a call is aborted, but the callers contact details can be identified, they will be contacted with an apology. This would however be very unusual, and satisfaction levels are high.
- The Commissioner and Chief Constable commended the work of the FCR.

- **The Future:**

- Options currently being considered to reduce use of the 101 facility and to improve access to police services in general, including improvements to the website to provide more interactive online services; where applicable, signposting callers to a more appropriate service provider (partner); and a more interactive phone system.
- Best Practice in North Yorkshire mean calls are assessed under THRIVE – Threat, Harm, Risk, Investigation, Vulnerability and Engagement. There is a Review within Kent Police to explore how such an amendment might benefit the Force.

Action:

- **The Commissioner and Chief Constable proposed an Agenda Item for the People Board on FCR staff and use of innovation.**

Item 6: Rural Taskforce

Inspector Dave Smith gave a presentation.

Areas of Discussion:

- **The Team and the Community:**

- Rural Taskforce launched in October 2014 along with the Rural Policing Strategy, and is one of only a few such teams across the country.
- The three main issues of concern relating to the rural community are believed to be – fear of crime; feeling isolated and vulnerable to crime and awareness of police engagement.

- **The Daily Business:**

- Wildlife crime is harm to protected species.
- Persecution of any species is not tolerated and is supported by much animal related legislation.
- The wildlife priorities of Kent Police are Badger Persecution, Bat Persecution, persecution of birds of prey, capturing of wild song birds or disturbance of nesting birds, poaching and while rarer, the illegal trade in endangered species.
- Strong partnership working to enable prosecution.
- Operation Salmon in existence for the last five months. This has involved nine arrests, the seizure of eleven vehicles and fifteen prosecutions relating to poaching alone.
- CITES – Convention on the International Trade of Endangered Species of wild fauna (animals) and flora (plants). Partnership work has recently resulted in an ivory seizure.
- Operation Dew – close partnership work with the Environment Agency to jointly patrol the rivers and lakes during closed fishing season. A recent four day operation resulted in 80 prosecutions for fishery offences, and as a bi-product, three arrests for other offences, including murder and drug possession.
- On-going partnership work in respect of fly-tipping – Department for Environment, Food & Rural Affairs (DEFRA) have released figures – For England alone, 852,000 incidents were reported for 2013/14 which was an increase on the previous year of 20%. Total cost to the tax-payer estimated at £45.2m.
- Heritage crime is any offence that harms the value of England's heritage assets. This now includes cultural objects such as church bells, lead roofing, war memorial plaques, statues etc.

PART B – Standing/routine update items:

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Item 7: Financial Monitoring & Savings Update

ACC Price summarised the supporting document.

Areas of Discussion:

- Quality of work environment acknowledged as an investment in the workforce, and maintenance conducted accordingly.
- Over-time is both pre-planned and spontaneous but centrally managed with extreme restraint and consideration to staffing levels under which the Force must operate now and in the future.
- The Commissioner's Chief Finance Officer (CFO) referred to point four. He acknowledged the accelerated completion of CSR1 and that this had contributed £5m towards the £14.5m saving for 2015/16. He emphasised however that the £14.5m was anticipated to be the first instalment of in excess of £61m, and therefore there was a need to know the planned intent to meet this. The Chief Constable confirmed that output from a meeting scheduled for 27 February should provide this information.
- Personnel are being empowered by innovation.

Item 8: HMIC & Related Report(s) since last meeting

ACC Price summarised the supporting document.

Areas of Discussion:

- Report about Kent Police had indicated that children were being handcuffed too often. Assurance was provided that the Force evaluate each case for risk, and HMIC had based their finding on only one incident.
- Report about Kent Police also identified a failing in the use of virtual courts when the Force is a leader in this area.
- If recommendations are not implemented due to lack of resources, HMIC will be advised in the future of the rationale for this to ensure it is not negatively reported on as having been overlooked. Resource restraint and cost consequence must be a consideration of any implementation programme.

Item 9: Update on Significant Operational Matters

The CC verbally updated the Board.

Areas of Discussion:

Various positive initiatives were outlined and the following were discussed in fuller detail.

- **Success Stories**
 - Two cases with factors which could have compromised progression to judicial conclusion were swiftly concluded by the use of I-Pad instituted virtual courts. This provided early and positive resolution to the victims and efficiencies for Kent Police and the court service.
 - Operation Castle, an initiative to crackdown on burglary, recently used pred-pol (software to predict the places and times that future crimes are most likely to occur) resulting in 272 arrests and 106 charges for 156 offences.

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