

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, 22nd September, 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

Councillor Paul Clokie	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Chris Shippam	Dartford Borough Council
Councillor Keith Morris	Dover District Council
Councillor John Cubitt	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fran Wilson	Maidstone Borough Council
Councillor Michael Franklin	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Lin Fairbrass	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Dr Mike Eddy	Co-opted member
Mr Roger Latchford	Co-opted member
Councillor Habib Tejan	Co-opted member
Vacancy	Co-opted member
Vacancy	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 2nd June 2015 (Pages 5 - 12)
- 5 Dates of 2016 Panel Meetings

(1) The Panel is asked to note the following dates for meetings in 2016:

Tuesday 2 February 2pm
Tuesday 16 February 10am (reserved date)
Tuesday 12 April 2pm
Tuesday 14 June 2pm
Thursday 8 September 2pm
Tuesday 15 November 10am

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

- B1 Overall crime performance - July 2014 to June 2015 (Pages 13 - 20)
- B2 Accounts 2014/15 (Pages 21 - 24)
- B3 Working with the Business Community (Pages 25 - 30)
- B4 Body Worn Cameras - Verbal update

C - Commissioner's Decisions

- C1 Commissioner's Decisions - July, August & September 2015 (Pages 31 - 32)

D - Panel Matters

- D1 Future work programme (Pages 33 - 34)

E - For Information

- E1 Minutes of the Commissioner's Governance Board meeting held

on 11th August 2015 (Pages 35 - 42)

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

Monday, 14 September 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, 2 June 2015.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr P Clokie, Cllr P Todd, Cllr Mrs A Blackmore, Cllr P Fleming, Cllr M Dearden, Cllr B Luker, Mr H Birkby, Mr I S Chittenden, Cllr J Cubitt, Franklin, Cllr H Tejan and Cllr K Pugh (Substitute)

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

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

UNRESTRICTED ITEMS

126. Election of Chairman & Vice-Chairman (Item 2)

Cllr Clokie proposed that Mr Hill be elected Chairman. Mr Hill nominated Gurvinder Sandher as Vice-Chairman.

RESOLVED that Mike Hill be elected Chairman and that Gurvinder Sandher be elected Vice-chair.

127. Membership of Panel - post election update (Item 4)

1. The Clerk advised the Panel that confirmation of membership from all District Councils was still awaited and that consequently, co-optees had not been formally confirmed. Additionally, the Panel was advised that one of the two independent members, Dan McDonald, had been elected to Medway Council and was therefore no longer eligible to continue as a Panel Member.

2. The following changes to Panel Membership had been recorded in line with District Council Nominations;

- Dartford: Cllr Chris Shippam replaces Cllr Anthony Martin
- Dover: Cllr Keith Morris replaces Cllr Sue Chandler
- Gravesham: Cllr John Cubitt replaces Cllr John Burden
- Medway: Cllr Michael Franklin replaces Cllr Les Wicks and Cllr Habib Tejan replaces Cllr Rupert Turpin
- Tonbridge & Malling: Cllr Brian Luker replaces Cllr Mark Rhodes

RESOLVED that the panel delegate authority to the Head of Democratic Services to take steps to achieve political balance via appropriate co-optees; and that the Head

of Democratic Services facilitate the recruitment of a new independent member to replace Dan McDonald.

128. Minutes of the Police and Crime Panel held on 14th April 2015

(Item 6)

1. The Panel requested that page six, paragraph three be corrected to include 'tackled' in relation to Child Sexual Exploitation.

RESOLVED that subject to the correction, the minutes of the meeting held on the 14th of April 2015 were an accurate record and that they be signed by the Chairman.

129. Chief of Staff confirmation

(Item B1)

1. The Commissioner introduced the report that set out the proposed job description and person specification for her Chief of Staff. The report also explained the number of applications, the selection process and the professional and independent advice the Commissioner had received during the process. The report explained the reasons why the Commissioner had decided to make a temporary appointment and to advertise only amongst staff in the Force and in her Office.

2. The report advised the Panel that, at the conclusion of the selection process, the Commissioner proposed to appoint Mr Adrian Harper. The panel were satisfied that the Commissioner's report provided them with the information set out in Schedule 1(9) of the Police Reform and Social Responsibility Act 2011.

3. The Panel were advised that Mr Latchford who had been nominated by the Panel, in response to the Commissioner's invitation, to sit as an observer at the final selection process felt the selection process had been carried out fairly and objectively and that a reasonable decision had been made.

4. The Panel sought clarification about whether all applicants were serious, referring to the fact that 2 applicants for the Chief Finance Officer role had withdrawn prior to interview. The Commissioner confirmed that all 3 shortlisted applicants had attended the interviews. Some Panel members expressed disappointment that the Commissioner had sought only internal applicants as they felt external applicants might bring a broader experience and perspective but other Panel members felt that the enhanced understanding of policing that internal applicants would bring was a positive point. The Panel noted that the Commissioner felt she needed to appoint a replacement for Mr Stepney quickly and that the person appointed needed to be fully effective quickly and that these factors had contributed to the decision to advertise internally only. The Panel also noted that the Commissioner had advised the Panel Chairman of her plans in advance and sought advice from other Police and Crime Commissioners.

5. The Panel asked Mr Harper to explain his background. Mr Harper said he had 32 years' experience as a police officer with the MPS and Surrey Police and his current role was Kent Police Crime Registrar. Mr Harper felt that his experience in Forces outside Kent would give him the broader perspective which some Panel members had referred to. Mr Harper assured the Panel that, although he understood this was a temporary appointment his personal intention was to continue working for a number of years.

RESOLVED that the Panel agree that a thorough recruitment process had been undertaken and that they support the Commissioner's appointment of Mr Harper as her Chief of Staff.

130. PCC Annual Report 2014/15
(Item B2)

1. The Commissioner provided a verbal introduction to her report and advised the Panel that the report was presented in advance of the accounts for 2014/15 in order to comply with the Panel's request that the Annual Report be presented as soon as possible after the end of the year to which it referred.

2. The Commissioner drew the Panel's attention to several areas of progress in implementing her Police and Crime Plan. She referred to the opening of the Victim Centre at Compass House which she said was on time and on budget. She also drew the Panel's attention to the implementation of the new policing model; to the improved accuracy of crime recording; and to the contribution of the wider policing family, notably the KCC Community Wardens and the Special Constabulary.

3. The Panel noted that the report was comprehensive and that many of the items in the report had been the subject of full reports and discussion at Panel meetings during the year.

4. The Panel noted particularly the work on victim support described in the report, in which they felt that Kent was leading the country. They also welcomed the improved accuracy of the crime figures.

5. The Panel sought an explanation from the Commissioner about why the Force was working with eastern Forces on technology matters rather than with neighbouring Forces such as Sussex and Hampshire and were advised by the Commissioner that the technology co-operation resulted from the existing strong links with Essex.

6. The Panel noted the introduction of the new policing model and were advised that the Commissioner receives regular reports to her Governance Board on progress.

RESOLVED that the Panel note the Commissioner's Annual Report and that the Policy Officer prepares a Panel report for approval by the Chairman.

131. Proposals for youth engagement following departure of Youth Commissioner
(Item B3)

1. The Commissioner introduced her report on proposals for youth engagement, explaining that the Youth Commissioner had finished her contract in February 2015. The Commissioner praised the Youth Commissioner, stating that she had done very well in the role despite some of the adverse circumstances. The Commissioner stated that she was pleased that the Youth Commissioner role had been created as it was a manifesto promise and that she remained committed to ensuring greater involvement for young people. She accepted that the approach to youth engagement had to change, stating that while a Youth Commissioner was a good concept, the focus on a single young person led to too much pressure and public exposure.

2. The Commissioner explained that to identify appropriate ways of developing the youth engagement model, a workshop had been held with key partners from around the County including youth engagement charities, elected councillors, youth service users, youth parliament representatives and professional youth workers. The outcome of the workshop had informed the Commissioner's decision to set up a Youth Advisory Group (YAG). This group would feature representation from existing youth forums across the county to ensure the focus is on the views of young people. The money previously used to fund the Youth Commissioner post would be ring-fenced for use by the YAG for commissioned work.

3. The Commissioner noted that the Portsmouth University research conducted in 2014 evidenced the need for additional work to understand the needs of victims of crime. This was important as a significant proportion of victims of crime were under 25 and that she hoped that the new proposed model of youth engagement would be effective in capturing their views, concerns and experiences.

4. The Commissioner praised the report delivered by the Youth Commissioner as an example of the practical benefit of actively listening to the views of young people. The Commissioner explained that she had already included several of the report's recommendations in her Police and Crime Plan for 2015/16 though it had to be accepted that some of the recommendations were too resource intensive in the current financial situation.

5. The Chairman commented that the Panel had always been supportive of the Commissioner's commitment to engaging with young people and whilst some had been wary of the Youth Commissioner approach, others had supported it. He added that he was pleased that the Commissioner would continue youth engagement through interactions with existing forums as well her new YAG.

6. Responding to comments from the Panel, the Commissioner explained that she had opted to set up a new youth engagement forum rather than just using existing ones because she wanted to encourage greater collaboration between the various groups. The Commissioner was aware of the positive contribution made by members of the various groups such as District Youth Advisory Groups and the Youth Parliaments and she was keen to ensure that they were represented at her YAG meetings.

7. The Panel discussed the past issues related to the Youth Commissioner and how they had been addressed, including consideration of advice or comments made by the Panel at previous meetings and whether the appointment of a YC had been the best option. Members expressed varying views on the options around youth engagement but the Panel agreed that the Youth Commissioner had done excellent work; including her recently published Youth Engagement Report and that she should be commended.

8. The Panel agreed with the Commissioner that there were risks in only engaging with civically active and involved young people, as this would miss opportunities to build links with disaffected and marginalised sections of the community who are often at greater risk of being involved in crime and anti-social behaviour. The Panel highlighted certain groups within the community that they felt should be engaged with including the Gypsy and Traveller community, those coping with homelessness and those from new communities. Panel Members offered to provide the Commissioner with details of relevant charities and support workers in districts that could assist in achieving broad representation.

9. The Commissioner thanked the Panel for the offers of support and assistance, explaining that she was keen to ensure the new approach to youth engagement would be holistic in nature with the capacity to fund additional commissioned work with a wider selection of the community.

RESOLVED that the Panel note the Commissioner's Youth Advisory Group model of youth engagement and that the Commissioner be asked to provide the Panel with an update in early 2016.

132. Delivering value for money *(Item B4)*

1. The Commissioner advised the Panel that Victims were at the heart of all policing processes and that Kent Police does provide value for money, noting that Kent has the 4th lowest policing cost per head in the country. The Commissioner confirmed that any underspends achieved were funnelled back into the Force or Community Safety Partnerships, ensuring that all relevant funding is used to protect the public and promote good community safety.

2. The Commissioner explained that recent inspections by Her Majesty's Inspectorate of Constabulary (HMIC), including Kent's first PEEL assessment (Police Effectiveness, Efficiency and Legitimacy) and the value for money profiles were very positive, reporting positively that Kent Police provided good value for money. Since financial restrictions led to savings having to be made, 20% of the workforce has left the organisation while greater investment has been made in technology and innovation development. The digitisation of police work (ensuring all data and processing can be managed on shared secure systems) was an excellent long term investment that would assist the whole criminal justice process.

3. In terms of achieving greater long term value for money and general efficiencies, the Commissioner commented that she would like to see more Forces collaborate in the sharing of 'back-office' functions as Kent and Essex already do. Developing and sharing this further would require a co-ordinated approach, as the Commissioner had explained at previous Panel meetings.

4. Panel members pointed out that the Commissioner had drawn attention to areas where HMIC had assessed that Kent provided good value for money and asked whether there were areas where HMIC had said that Kent did not provide such good value for money, and what action the Commissioner had taken. The Commissioner said that crime recording costs had gone up and she was happy with the reasons for this. The Commissioner said that the Force was performing well and she would have been concerned if the profiles had shown it was not performing well. She also acknowledged Estates expenditure and Public Protection Unit costs as areas where she was working with the Force to reduce costs.

5. The Commissioner advised the Panel that it was expected that Kent Police would have to find a further £60m in savings in the near future and that this would place additional strain on the service. However, the Panel was advised that Kent Police has a good record of financial planning, with reserves in place and a secure policing model.

6. The Panel asked questions in relation to additional funding streams being considered by the Commissioner, including the Infrastructure Levy. Mr Nolan, the Commissioner's Chief Finance Officer, explained that Kent Police and the Commissioner considered all possible funding opportunities to ensure that all appropriate sources could be tapped to support delivery of policing in Kent. Views were exchanged in relation to funding processes for strategic and service delivery budgets.

RESOLVED that the Panel note the report.

133. Complaints against the PCC and Policy Review
(Item D1)

1. Mr Campbell advised the Panel that the number of complaints had increased compared to last year but that the overall figure remained very low. He explained that three complaints had been heard by the Complaints Sub-committee and that none had been upheld.

2. Responding to Panel questions, Mr Campbell explained that, in accordance with Provisions concerning disapplication in the Complaints Regulations, complaints deemed to be vexatious or an abuse of process were not considered by the complaints sub-committee. It was explained that the Commissioner's Chief of Staff, acting as the Monitoring Officer, made the decision on when to disapply the regulations for complaints but that, as agreed by the Panel, this was discussed with the Panel's officers on each occasion. Mr Campbell confirmed that no changes were required to the complaints process in terms of policy or legislative change.

RESOLVED that the Panel note the report.

134. Future work programme
(Item D2)

RESOLVED that the Panel note the future work programme.

135. Minutes of the Commissioner's Governance Board meeting held on 25th February 2015
(Item E1)

RESOLVED that the Panel note the Governance Board Minutes.

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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Overall crime performance (including violent crime): July 2014 – June 2015
Item & Date: Item B1 22 September 2015

Executive summary: Performance is not about data, it's about providing a quality service to victims and to deliver this the police must record crime accurately in the first place. At the request of the Commissioner, HMIC conducted an in-depth inspection of crime recording accuracy and found that only 90% of crimes were being recorded. Subsequently, the Force reviewed its processes and embarked on a culture change programme. As a result, the rate increased to 96% - a level that has continued to be maintained to this day.

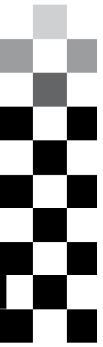
Improving recording accuracy resulted in the Force seeing an increase in recorded crime and rendered comparisons with previous years unreliable. Therefore, the period July 2014 to June 2015 is significant in that when compared to the same period in 2013/14 it represents the first like for like comparison at 96% accuracy. Importantly, it shows total victims in the county have fallen by more than 1,500 and there were 1,000 fewer victims of burglary dwelling.

The increase in recorded crime experienced by the Force resulted in it being an outlier nationally. Importantly though, a subsequent national HMIC inspection of recording accuracy found that across England and Wales only 81% of crimes were being recorded accurately, with forces ranging from 60% upwards. As a result, HMIC made several significant recommendations and many forces have started on the journey to improve recording accuracy – something that is likely to lead to them also seeing increases in crime for many months, if not years to come. Having achieved and maintained 96% accuracy, Kent's performance is now steadily improving nationally.

The Force is still not complacent though and continues to work tirelessly to reduce crime and provide a quality service to victims and communities across Kent. Nationally, the difficulty facing HMIC is that it is practically impossible to compare the performance of forces without having first established consistent crime recording standards and levels of accuracy.

Introduction:

1. The governance for policing is set out in the Police Reform and Social Responsibility Act 2011. Police and Crime Commissioners are required to hold their Chief Constable to account for the effectiveness and efficiency of their force, including performance against the priorities within the Commissioner's Police and Crime Plan.
2. However, Commissioners must not fetter the operational independence of the police force or the Chief Constable. Therefore, holding to account requires Commissioners to develop proportionate, balanced and sustainable structures/processes.
3. The Home Secretary has stated that the police have only one target, to reduce crime. However, performance is not about data, it's about victims. The only way to ensure a victim receives a quality service is by making sure their crime is recorded accurately and subsequently investigated appropriately.

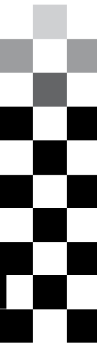


Holding Kent Police to account:

4. On behalf of the public, the Commissioner holds the Chief Constable to account for Force performance through both formal and informal governance structures and processes.
5. In terms of formal accountability, the Governance Board enables the Commissioner to hold the Chief Constable to account in a public forum and to shine a light on aspects of policing, or areas where the Commissioner feels the public has a right to be informed.
6. Force performance, including levels of recorded crime, has been a standing agenda item since the inception of the Governance Board. Supported by a paper from the Chief Constable, this item provides an overview of latest performance and enables the Commissioner to challenge and probe issues of concern, but equally acknowledge and celebrate success.
7. Importantly, whilst performance is a standing agenda item, this does not prevent the Commissioner also requesting specific performance related items (e.g. victim focused policing at the June 2015 Governance Board) or receiving updates from both internal and external thematic reviews – for example from Her Majesty's Inspectorate of Constabulary (HMIC). It also does not prevent the Commissioner reviewing performance via alternative formats, including in-depth presentations such as that provided by the Force at the February 2015 Governance Board.
8. On a regular basis, the Office of the Commissioner receives and reviews a range of performance information that assists in identifying areas the Commissioner may wish to explore further, either directly with the Chief Constable or at a future Governance Board. In addition, on behalf of the Commissioner, senior PCC staff attend a range of Force performance meetings including the two-monthly Performance Management Committee which is chaired by the Deputy Chief Constable, is entirely focused on understanding and improving performance and has senior representation from across the Force.
9. All of this is complemented by formal weekly meetings between the Commissioner and Chief Constable to discuss policing issues as well as regular liaison between senior PCC staff and chief officers on general and specific matters. The Commissioner can also request bespoke briefings from the Force; recent examples include Restorative Justice and stop and search.
10. In addition, the Commissioner receives regular objective assessments from HMIC, with recommendations being recorded and acted upon with the Deputy Chief Constable's oversight. Where necessary, the Commissioner can also ask HMIC to conduct inspections into any aspect of performance, as happened in relation to Kent's crime recording accuracy, leading to significant improvements locally and precipitating a national inspection into recording practices (see below).

Crime recording accuracy:

11. In 2013, concerns were raised regarding the accuracy of crime recording in Kent and the Commissioner asked HMIC to conduct an inspection. The resulting report, published in June 2013, highlighted that 90% of crimes were being recorded; or put another way, one in ten crimes were not being recorded.



12. Subsequently, from July 2013 Kent Police implemented a comprehensive action plan to ensure the public could have greater confidence in crime recording. In addition to restructuring the crime recording process, with the Commissioner's support the Chief Constable commenced a significant culture change programme – from an organisation focused on targets and 'red and green' numbers to an organisation focused on victims and 'doing the right thing'. HMIC's follow-up inspection found that crime recording accuracy had increased to around 96%.
13. However, the improvement from 90% to 96% accuracy resulted in the Force seeing an increase in the number of crimes being recorded from July 2013. It also meant that any comparison with data from previous years was unreliable due to the change in accuracy level. For example, recorded crime peaked at an 11.3% increase when 12 months data to June 2013 (at 90%) was compared with 12 months data to June 2014 (at 96%). The first true performance comparison would not therefore be available until July 2014 onwards.
14. As a result of the lack of comparable data, the Force Analysts were tasked with projecting the levels of crime. They accurately predicted that the change in recorded crime would be +/-1% based on the first true comparison of 12 months data – July 2013 to June 2014 compared with July 2014 to June 2015.
15. Subsequently, this projection was endorsed by HMIC who also stated that a true comparison of crime levels would not be available until 12 month period to June 2015, when the year on year comparison would be like for like in terms of recording accuracy.

July 2014 to June 2015 performance:

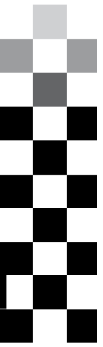
16. The relevance of this period, as outlined above, is that it represents the first true comparison in terms of recording accuracy. As a result it provides the first reliable indication of Force performance following improvements to crime recording and embarking on the culture change programme.
17. The table below compares July 2014 to June 2015 recorded crime with July 2013 to June 2014 for recorded crime and the sub-categories of violence against the person, sexual offences, burglary dwelling, vehicle crime and criminal damage.

	Total offences: July 2013 - June 2014	Total offences: July 2014 - June 2015	Number change	% Change
Recorded crime	103,178	101,665	-1,513	-1.5%
• Violence against the person	27,747	29,327	+1,580	+5.7%
• Sexual offences	2,447	2,730	+283	+11.6%
• Burglary dwelling	6,011	4,992	-1,019	-17.0%
• Vehicle crime	9,509	8,820	-689	-7.2%
• Criminal damage	18,285	17,900	-385	-2.1

18. As can be seen in the table, total recorded crime has reduced by 1.5%, meaning there were actually 1,513 fewer victims of crime in the county. Also of note is that:
- burglary dwelling fell by 17.0% (1,019 fewer victims);
 - vehicle crime fell by 7.2% (689 fewer victims); and
 - criminal damage fell by 2.1% (385 fewer victims).
19. Whilst there has been an increase in violence against the person (+5.7%) and sexual offences (+11.6%), the rate of increase in these two crime types has continued to fall (see paragraph 21).
20. Within violence against the person, the Force experienced an increase in low level violence involving no injury and also in the reporting of historical domestic abuse. Similarly, the increase in sexual offences is also linked to an increase in reports of domestic abuse which are often sexual in nature, as well as media coverage around child sexual exploitation, including Operation Yewtree and the so-called 'Savile' effect. The Commissioner and Chief Constable welcome this as it indicates victims of domestic abuse and sexual offences feel more confident to report incidents to Kent Police and that officers are recording accurately and 'doing the right thing' for victims.
21. Members were informed at the April 2015 Panel meeting that violence against the person in Kent was showing an increase of 31%, primarily due to the two time periods not being comparable in terms of recording accuracy (October 2012 to September 2013 compared with October 2013 to September 2014). Clearly, the true data comparison above shows that the increase is now just 5.7% - a significant improvement.

Crime recording accuracy – national picture:

22. During 2014, as part of an inquiry by the Public Administration Select Committee (PASC) into crime statistics, at which the Commissioner and Chief Constable both gave evidence, allegations of under recording of crime by the police were made. As a result, HMIC carried out their first national inspection of crime data integrity.
23. HMIC concluded that across England and Wales 81% of crimes were being recorded - an estimated one in five offences (19%) were not. This finding should be considered in the context of Kent's first HMIC inspection, when a crime recording accuracy rate of 90% was widely considered unacceptable.
24. HMIC also found that the greatest levels of under recording were in violence against the person offences (33%) and sexual offences (26%) – although there were considerable variations across different offence types. The final HMIC report outlined several recommendations to strengthen recording practices including improved training for those involved in crime recording, better auditing and tightening of recording processes.
25. Subsequently, HMIC inspected the crime recording process in each force. For Kent Police, this was the third inspection within eighteen months and was intended to provide the Commissioner and HMIC with reassurance that the improvements had been sustained. HMIC found the Force had maintained a 96% accuracy rate – one of the highest nationally - and concluded that the people of Kent could continue to have confidence in the crime figures.

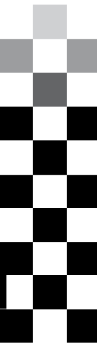


26. However, HMIC found varying degrees of accuracy ranging from 60% upwards – four out of every ten crimes nationally not being recorded. It should therefore be recognised that in terms of recording accuracy, there isn't a level playing field and this will continue to impact on published crime figures for many months, if not years to come.
27. This issue resulted in crime data published by the Office for National Statistics (ONS) no longer meeting the required standard and its designation as a National Statistic being removed. It is also acknowledged by the ONS in their Crime in England and Wales publication which states 'apparent increases in police force area data may reflect a number of factors including tightening of recording practice, increases in reporting by victims and also genuine increases in the levels of crime'.
28. The most recent Crime in England and Wales publication released on 16 July 2015 compares recorded crime data for April 2013 to March 2014 with April 2014 to March 2015. The following table illustrates how Kent's performance has improved in the national context, as the data has become more comparable and other forces have started on the journey to improve their crime recording accuracy.

	April 2013 – March 2014			April 2014 – March 2015		
	Kent		England & Wales: average % change	Kent		England & Wales: average % change
	% change compared to previous year	National ranking based on % change ¹		% change compared to previous year	National ranking based on % change ¹	
Recorded crime	10%	43/43	-1%	3%	23/43	2%
<i>Violence against the person</i>	36%	43/43	6%	11%	8/43	23%
<i>Sexual offences</i>	56%	41/43	20%	18%	6/43	37%
<i>Burglary dwelling</i>	-1%	30/43	-7%	-14%	7/43	-7%

¹ National ranking based on % change: 1 = Best performer 43 = Worst performer

29. Due to the difficulties in comparing national data, it is impossible to comment on whether those forces perceived as performing better than Kent in the period April 2014 to March 2015 have adopted the same rigid approach to data accuracy.
30. For presentational purposes, the graphs attached at Appendix A evidence the journey that Kent Police has been on. They clearly illustrate that as at July 2014, the Force is on the far right (second highest increase in recorded crime nationally) and as at July 2015, the Force is on the far left (third lowest increase nationally).



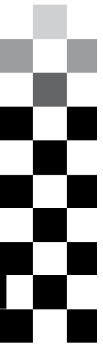
31. Whilst recognising that it falls outside the parameters of this report, data for the most recent period (September 2013 to August 2014 compared with September 2014 to August 2015) shows:

- **total recorded crime has reduced by 1.5% (1,500 fewer victims);**
- **burglary dwelling has reduced by 17.6% (1,041 fewer victims);**
- **vehicle crime has reduced by 8.2% (779 fewer victims); and**
- **criminal damage has reduced by 1.7% (307 fewer victims).**

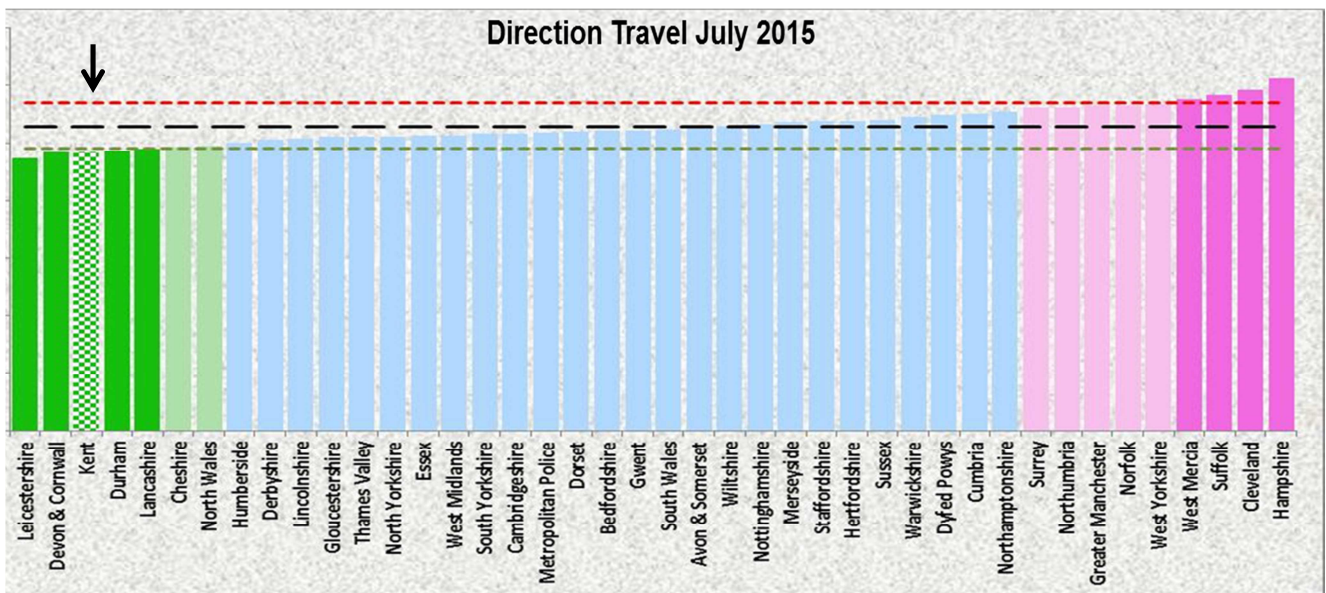
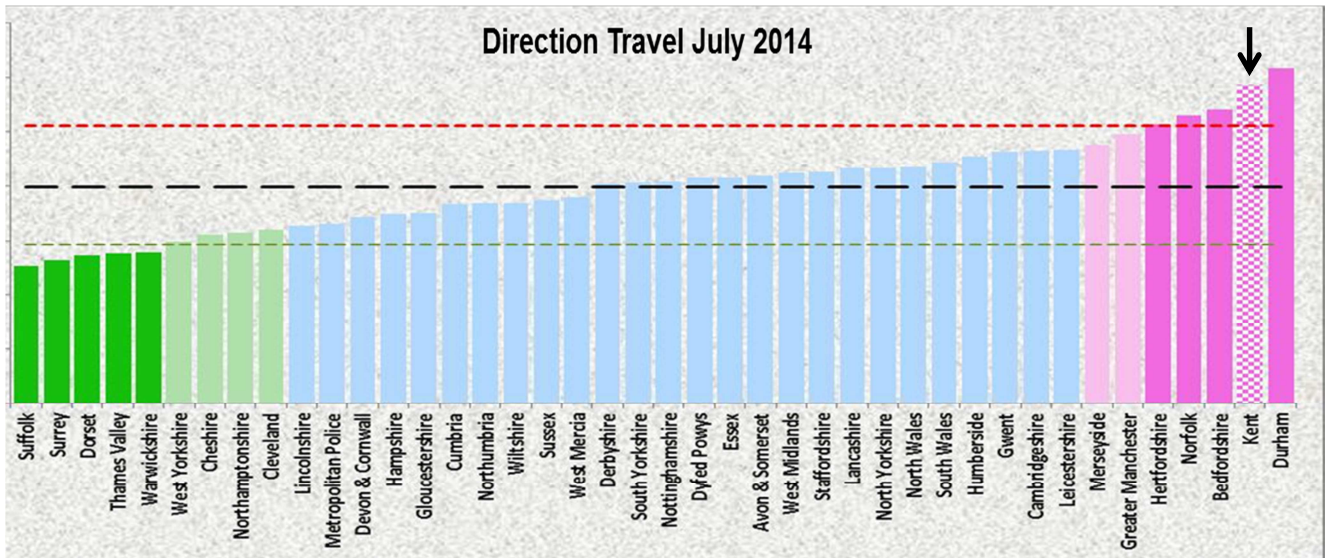
It also shows that violence against the person has increased by 7.3% (+2,055) and sexual offences by 16.9% (+412). However, as outlined at paragraph 20, primarily this is due to increases in low level violence and increased reporting of domestic abuse and sexual offences – the latter two indicating that victims feel more confident to report incidents and officers are 'doing the right thing'.

32. There is no complacency though and the Force continues to work tirelessly with partners to reduce crime, protect the public from harm and provide a quality service to victims and communities across Kent. Coupled with an appeals process for victims, the Commissioner also continues to ensure the Force maintains a high level of accuracy (96%+) through on-going review and challenge of internal audits.

33. The accuracy of crime recording throws up a fundamental challenge for HMIC and the way it compares performance across forces, since it relies on recorded crime data as its starting point. The difficulty currently facing HMIC is that it is practically impossible to compare like for like performance without having first established consistent crime recording standards and levels of accuracy.



Appendix A



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From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Annual Accounts 2014/15 and update on key financial matters
Item & Date: Item B2 22 September 2015

Executive summary:

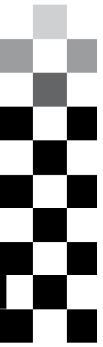
This report introduces the Police and Crime Commissioner's accounts for 2014/15.

Accounts 2014/15:

1. The Annual Accounts run to over 100 pages due to the heavily prescribed reporting requirements falling on local government including police for this purpose. A link to the accounts can be found on https://www.kent-pcc.gov.uk/extdocs/Draft_GROUP_SofA_31032015.pdf. For this report, attached at Appendix A is the Foreword to the accounts.
2. The accounts are currently draft but the External Auditor, Ernst & Young has confirmed they expect to make an unqualified opinion on the accounts and the overall approach to securing value for money as required.
3. The accounts show an underspend for the year 2014/15 of £3.8m. This underspend has been used primarily to bolster redundancy and related costs.

Financial Update:**Key Planning Assumptions - CSR**

4. The current medium term financial planning period runs for the four years to 2018/19, including the current year. The current year budget is £306.5m. As the Panel will know, some two thirds of funding comes in the form of government grant and around one quarter comes from the police element of the Council Tax; with each 1% increase raising £800,000 (the remainder is local fees and charges). On the spend side some 80% is pay related. As previously shared with the Panel, the current core planning assumptions are:
 - Successive cash cuts in grant of 5.2% per annum (7% in real terms) in each year from 2015/16 to 2018/19.
 - 2% increase in the precept (subject to the effective capping limit).
 - 1% for pay awards.
5. Based on those assumptions requires a saving of £61.7m to 2018/19, with the £14.5m required for the current year already delivered and plans being developed for future years. Savings required are not smooth over the period, and there is a particular spike in cost savings next year due to the imposed significant increase in employee National Insurance, falling on all relevant employers, from 2016/17. I will be looking to use Reserves to help smooth savings.



6. Two new significant issues now have to be factored into medium term planning. First, the Chancellor has set a national deficit reduction plan that now extends to 2019/20, one year later than set by the previous government. Effectively this adds another year of grant cuts to our current four year planning horizon. Based on current assumptions for grant loss and inflation, this adds around a further £14m to the £61.7m saving required to now take the plan to 2019/20, making £75.7m.
7. Second, as part of the Spending Review process, the Chancellor has asked government departments to model savings of up to 25% and up to 40% in real terms. Clearly this is a significant potential range as well as being a significant cut even at the low end. Rolling forward our own planning assumptions, assumes a cut of around 28% in real terms. At this stage, we will continue with those planning arrangements but I have asked the Chief Constable to think through the potential impact of the higher end range of cuts over the next four years.

Formula Grant Consultation

8. The context of the above is the possible cut in the national grant “cake” for policing flowing from the Spending Review. How that “cake” is distributed to individual Force areas depends upon a complex formula. Alongside, the Treasury announcement of its key Spending Review assumptions, the Home Office has launched a major consultation on a new formula. The consultation was launched on 21 July with an unreasonably short deadline of 8 weeks, mainly over the summer, to respond by 15 September.
9. The core of the proposals is to produce a so called simple formula covering the £7.3 billion of grant distributed to PCC's. The government propose the use of five elements as follows:
 - General Population – to allocate 24% of the “cake”
 - Council Tax base – to allocate 16%
 - Households with unemployed adults with dependent – to allocate 25%
 - “Hard Pressed” families – to allocate 25%
 - Bars per Hectare – to allocate 10% (i.e. pubs etc.)
10. However, in addition to the short notice of the consultation and no prior engagement with PCC's, the Home Office have released no supporting data or modelling of impact. In short, it is virtually impossible to provide meaningful informed answers to many of the consultation questions or to establish the impact overall or for Kent in particular.
11. Attached at Appendix B, is the Commissioner's response to the consultation. The Commissioner will be sharing this response and the broader financial context we face with Council leaders and other key stakeholders as part of partner engagement leading up to next year's budget.

Foreword

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

Accordingly, this Statement of Accounts records the expenditure and income of the Group for the financial year 2014/15 for the Police and Crime Commissioner for Kent and the combined accounts for the Police and Crime Commissioner for Kent and the Chief Constable for Kent and its financial position at the 31 March 2015. The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting' and the 'Service Reporting Code of Practice' (SeRCOP) published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The accounts have also been produced in accordance with International Financial Reporting Standards (IFRS) and the CIPFA LAAP Bulletin 98A 2014. All assets, liabilities, non-staff contracts, property, plant and equipment are under the ownership of the Police and Crime Commissioner for Kent (PCC for Kent). In relation to employment, from April 2014, all Police Officers and the vast majority of police staff, formerly under the direction of the Chief Constable, had their employment contracts formally transferred to the Chief Constable. Conversely pre-existing staff serving the Commissioner have been retained under the formal employ of the Commissioner. All these employment arrangements have been approved by the Home Secretary.

The Accounts begin with a statement of the responsibilities of the PCC for Kent and her Chief Finance Officer in relation to the management and reporting arrangements for the PCC for Kent's resources (page 6). The PCC for Kent and Chief Constable for Kent's combined 'Annual Governance Statement', which broadens the coverage of the previous Statement of Internal Control to embrace all of the organisation's key governance processes and safeguards, is shown starting on page 7. The Auditor's Report appears at page 11 and the Summary of Accounting Policies as note 1 on page 24.

The main financial statements comprise:

- The Comprehensive Income and Expenditure Statement - This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. This distinction is very important in interpreting the overall position. Authorities raise taxation to cover expenditure classified in accordance with regulations; this will be very different to the accounting cost.
- The Movement in Reserves Statement - shows the movement in the year of the different reserves held by the Police and Crime Commissioner for Kent, analysed into 'useable' (i.e. those that can be applied to fund expenditure or reduce local taxation) and other reserves. The surplus or deficit on the Provision of Services line shows the true economic cost of providing the PCC's services for Kent, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the statutory amounts required to be charged to the General Fund Balance for council tax setting purposes. The Net Increase / Decrease before Transfers to Earmarked Reserves line shows the statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Police and Crime Commissioner for Kent.
- The Balance Sheet - shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Police and Crime Commissioner for Kent. The net assets of the Police and Crime Commissioner for Kent (assets less liabilities) are matched by the reserves held by her. Reserves are reported in two categories: The first category of reserves are usable reserves, i.e. those reserves that the Police and Crime Commissioner for Kent may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). The second category of reserves is that which the Police and Crime Commissioner for Kent is not able to use to provide services. This category includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.
- The Cash flow Statement - shows the changes in cash and cash equivalents of the Police and Crime Commissioner for Kent during the reporting period. The statement shows how the Police and Crime Commissioner for Kent generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the Police and Crime Commissioner for Kent are funded by way of taxation

and grant income or from the recipients of the services provided by the Police and Crime Commissioner for Kent. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Police and Crime Commissioner for Kent's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowings) to the Police and Crime Commissioner for Kent.

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

General Context

As explained in recent years, as part of the Government's deficit reduction programme, and like the rest of the public sector, Kent Police has had to cope with the grant reductions set out in the Government 'Comprehensive Spending Review' for the four years 2011/12 to 2014/15. This is referred to as CSR1 and in broad terms amounts to some 20% real reductions in grant funding for police forces over that period. In a local context government grant in one form or another contributes nearly two thirds of Kent Police's funding. Against a back-drop of normal inflation and increasing demand for visible, neighbourhood policing, coupled with grant cuts from CSR1, required Kent Police to find £47m of on-going savings over the period including 2014/15.

The fiscal challenge does not end with CSR1. The government implemented a further round of grant cuts in 2015/16 as part of a new comprehensive spending review round. This is referred to as CSR2. The CSR2 announcement set out additional grant cuts for 2015/16; namely 5.2%, which when coupled with normal pay and price inflation, necessitated savings of £14.5m in 2015/16. However, on the basis of published coalition government plans and independent commentary from the Institute of Fiscal Studies, the Commissioner's current Police and Crime Plan assumes grant cuts of 5% also in each of 2016/17, 2017/18 and 2018/19. The net result, on best but prudent current information, is that the Force will need to plan for some £61m of additional savings to 2018/19 including the £14.5m of confirmed savings for 2015/16.

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

The Comprehensive Income and Expenditure Statement

International Financial Reporting Standards require that the total future liabilities for the cost of pension payments to past and present employees are fully reflected in the Balance Sheet, and that their change during the year is reflected in the Comprehensive Income and Expenditure Statement. Excluding notional costs shown in the accounts to comply with international accounting standards, primarily for pensions and depreciation, the Kent Police revenue budget for 2014/15 as calculated to reflect the impact on the local council tax payer shows an underspend of £3.8m. This underspend will be utilised primarily to bolster redundancy and related provisions. Note 27 to these accounts explain how the final accounts reconcile to the management accounts used by the Commissioner and the Chief Constable during the course of the year to monitor spending. It also provides additional information to readers of the accounts on where expenditure is incurred and on what.

Summary

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

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Working with the business community
Item & Date: Item B3 22 September 2015

Executive summary: The Commissioner recognises the importance of the business community in the county and that many businesses have had enough on their plates during the economic downturn without having to cope with the impact of business crime. As a result, the Police and Crime Plan includes a commitment to businesses, as does the Commissioner and Chief Constable's joint vision for the county.

As well as meeting with business representatives, the Commissioner works with the Force to strengthen relationships through a number of work streams, including:

- The joint Business Crime Strategy which provides a vision for the achievement of priorities that have been identified by the local business community.
- The provision of 50% funding for a Business Crime Project Manager with responsibility for supporting the Business Crime Advisory Group and developing Business Crime Reduction Partnerships.
- The Business Crime Advisory Group which includes representation from across the business sector, is chaired by a member of the Chamber of Commerce and works to strengthen the coordination and delivery of crime reduction initiatives and promulgate best practice.
- Hosting a Business Crime Conference in November 2015 in conjunction with the Business Crime Advisory Group.
- The Crime Rural Advisory Group which is chaired by the former High Sheriff of Kent, Michael Bax, includes representation from across the rural spectrum and provides an engagement and critical friend function in respect of rural businesses.

The Commissioner and Chief Constable know how important a strong economy is in boosting employment and cutting crime. As such, they work with a range of partners to help create a thriving community and to make the county a safe place to live, work, travel and invest.

Introduction:

1. The Commissioner recognises that the business community, ranging from small village shops, to medium-sized enterprises, through to large factories or farms play an important role in the life of local communities. Not only do they provide jobs, pay taxes and create wealth through goods and services, but should the local economy suffer, there will be more crime, and where there is a problem with crime, it is more difficult to attract inward investment and new business.
2. The Commissioner also recognises that many businesses have had quite enough on their plates during the economic downturn without having to cope with the impact of business crime. As a result, the Police and Crime Plan includes a specific commitment to businesses under the priority 'Cut crime and catch criminals':

"Increase resources within the Business Crime Advisory Group and work together to recognise the specific concerns of the business community, reduce the volume and impact of business crime and identify emerging issues."

3. In addition, a commitment to businesses is also articulated through the Commissioner and Chief Constable's joint vision for policing in the county:

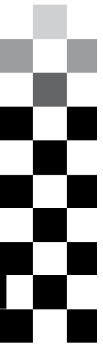
"Our vision is for Kent to be a safe place for people to live, work and visit and by protecting the public from crime and anti-social behaviour, we will allow our communities to flourish. We will work closely with our partners to ensure that a seamless service is provided and that opportunities for joint 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."

Working in partnership with the Force:

4. In addition to the Commissioner meeting regularly with a range of business representatives including the National Farmers Union and Road Haulage Association to discuss issues affecting the local economy, the Office of the Commissioner works in partnership with the Force to support the business community.

Kent Business Crime Strategy

5. This joint strategy was revised earlier in 2015 to reflect a number of social, demographic and technological changes affecting patterns of crime. To ensure the Office of the Commissioner and the Force remains responsive to the changing environment, a key focus of the strategy is to work even closer with businesses to help protect their assets from cyber-crime and counter the threat from organised crime groups.
6. The strategy provides a vision for the long-term achievement of priorities identified by the business community. The focus of the strategy includes:
- enhancing the long standing relationship between the Force and local businesses;
 - reducing business crime in partnership with local businesses;
 - entering into strategic alliances with key institutions which represent businesses;
 - maximising the effectiveness of Business Crime Reduction Partnerships; and
 - being responsive to emerging threats including cyber-crime and organised criminal gangs.
7. To be successful, the strategy identifies that the Office of the Commissioner and the Force will seek to:
- support an effective Business Crime Advisory Group model;
 - work closely with local authorities, partners and the public;
 - deliver a first class service to the business community, which meets their diverse needs;
 - ensure the highest standards of integrity and professionalism;
 - ensure effective liaison with the Crime Rural Advisory Group; and
 - ensure best use of digital channels and website functionality to increase engagement and enable the two-way flow of information.



8. The importance of business crime is now recognised nationally; it features in the Serious and Organised Crime Strategy and other forces are developing their own strategies. There is also a new definition of Business Crime agreed by the Association of Chief Police Officers and the National Business Crime Forum;

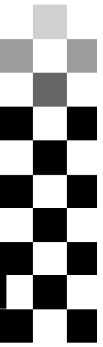
'Business Crime is any criminal offence that is committed against a person or property which is associated by the connection of that person or property to a business'.

Business Crime Project Manager

9. Since 2001 Kent Police has had a Project Manager with responsibility for business crime (currently 50% funded by the Office of the Commissioner).
10. In addition to supporting the Business Crime Advisory Group (see below), he has been instrumental in developing a county wide network of Business Crime Reduction Partnerships and associated projects. All forces are now required to have a business crime SPOC and several have appointed officers dedicated to business crime.

Business Crime Advisory Group (BCAG)

11. The BCAG was formed in 2011. It is hosted by the Force and its purpose is to strengthen existing partnerships between police and businesses to improve the coordination and delivery of crime reduction initiatives, reduce the risk of crime and anti-social behaviour and promulgate best practice.
12. A recent development, and key to the partnership ethos, is that the Chair of the BCAG has passed from the police to a member of the local business community – Mr John Taylor from the Chamber of Commerce. In addition to a representative from the Office of the Commissioner and the Business Crime Project Manager, the BCAG includes representatives from Kent Invicta Chamber of Commerce, Federation of Small Businesses, Retail, Hotels and the fashion industry. Membership has also recently broadened to include manufacturing, banking and other industrial sectors which will widen its influence.
13. The BCAG meets around four times a year and its remit is to:
- identify the risk of crime and anti-social behaviour (ASB) to businesses as well as retail and entertainment environments (within both the day and night time economy) as well as opportunities to reduce crime and ASB;
 - enhance partnership working between Kent Police and the business community;
 - assist Kent Police to drive forward business crime reduction measures;
 - identify and promote effective practices for businesses to adopt in working with police and local partnerships, to reduce crime and the underlying causes of crime – including training between police and businesses;
 - assess and improve local engagement between business and neighbourhood policing teams;
 - encourage the business sector to include crime prevention at the heart of its business policies and practices; and
 - identify voluntary sector support that contributes to safe working environments for businesses to operate within (e.g. street pastors, SOS bus).



14. Current work streams are:

- Reducing fraud and cyber-crime, helping to protect assets using crime prevention advice and cyber security standards.
- Introducing processes to counter the threat from organised crime groups.
- Ensuring effective identification of crimes against businesses through crime recording protocols to provide an overall picture of business crime and assist police/partners to tackle those responsible.
- Continued support for the Business Crime Reduction Partnerships which operate across trading centres in Kent and Medway.

15. Previous work streams include:

- Night-time Economy Good Practice Guide to help businesses achieve the Safer Socialising Award.
- Guidance to retailers on reporting shop theft.

16. Many of the work streams within the Business Crime Strategy are centred on the BCAG and will actually be progressed through subgroups. For example, a key focus is the impact that cyber-crime can have on businesses. The BCAG will be at the forefront of this work, ensuring that as more crime moves on-line, the business community is kept aware of new/emerging trends and provided with relevant knowledge to protect their interests.

17. The Office of the Commissioner and the Force regard the BCAG as a mainstay in working with businesses. Indeed, the group was consulted during drafting of the revised Business Crime Strategy, and also approved the final version.

18. In November 2015, the Commissioner will be hosting a Business Crime Conference in conjunction with the BCAG. The key themes will be:

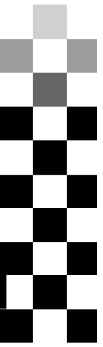
- cyber-crime;
- national fraud issues;
- partnership working; and
- organised crime gangs.

Crime Rural Advisory Group (CRAG)

19. Hosted by the Force and chaired by the former High Sheriff of Kent, Michael Bax, the CRAG is a collaborative initiative to co-ordinate the fight against rural crime.

20. In addition to a representative from the Office of the Commissioner, the CRAG brings together strategic stakeholders from across the rural spectrum, including the National Farmers Union, National Gamekeepers Association, Kent Wildlife Trust and Kent Association of Parish Councils. The group also has representation from Kent Fire and Rescue Service and English Heritage which broadens its remit to the wider issues of rural community safety and heritage crime.

21. The CRAG provides the Office of the Commissioner and the Force with access to stakeholder engagement and provides a critical friend function in respect of rural policing. Its vision is to provide more opportunities for partnership working and to facilitate communication across the rural community.



22. To support this engagement, a Rural Crime Conference was held in October 2014 hosted by the Commissioner, the Chief Constable and the chair of the CRAG. This saw the launch of the Rural Task Force, a team combining the Gypsy Liaison Team and the Rural Liaison Team, as well as the launch of Kent Police's Rural Strategy.

Mobile Police Stations

23. The evolution of the deployment criteria for Mobile Police Stations, one of the Commissioner's manifesto commitments, is also proving to be an asset in tackling business crime.

24. Each of the six vehicles visit three fixed venues and a crime hotspot location each weekday. Locations are frequently changed and their presence is often focussed on shops and business in both rural and urban areas of the county. Police Community Support Officers patrol the area on the lookout for known offenders and are always ready to give crime prevention advice.

Other work with partners:

Business Crime Reduction Partnerships

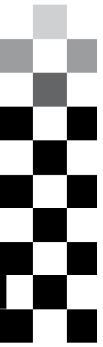
25. Since 2001, the Force has worked with business colleagues to create a network of Business Crime Reduction Partnerships (BCRP's). The county now has 15 partnerships serving around 40 different trading locations including Maidstone, Rochester, Canterbury and Ashford town centres as well as Bluewater and Hempsted Valley. The county has the highest concentration of partnerships anywhere in the United Kingdom.

26. Experience in Kent shows that where BCRP's exist, there are reductions in crime and anti-social behaviour in both the day and night-time economies as known offenders are deterred before they enter retail or licensed premises. In addition, they also reduce the public's fear of crime and vastly increase the amount of information and intelligence shared between the police and other organisations.

27. BCRP's are genuine physical partnerships and far from virtual entities, they employ 18 Coordinators all of whom work with the police on a daily basis, sharing information and working together to tackle crime and disorder in our town centres. Development of the Kent Policing Model has also opened up opportunities, with some Coordinators being co-located within Community Safety Units - the hub of community intelligence and providing an ideal platform for targeted partnership activity.

28. There are a number of key elements to each partnership which include:

- a dedicated Coordinator/Crime Manager;
- maintaining an Incident Database;
- a radio system normally monitored by CCTV;
- a managed Exclusion Notice Scheme;
- a photograph sharing scheme; and
- regular member meetings.



29. A major strength is the two-way exchange of information and intelligence between members and the police which is essential to combat all forms of criminality, predominantly theft, fraud and anti-social behaviour. The radio system is particularly useful in the night-time economy allowing licensed premises to work together to ensure that potential troublemakers do not gain entry. Where possible police officers and PCSO's carry BCRP radios, enabling them to keep in touch, monitor tension, and intervene as appropriate.
30. To ensure good practice is maintained and a consistent approach, Kent Police hosts a Business Crime Seminar two or three times a year attended by BCRP Coordinators and police colleagues.

Community Alcohol Partnerships

31. The Force maintains a commitment to working closely with alcohol related businesses through its involvement with the Kent Community Alcohol Partnership. This is the largest community alcohol partnership in the country.
32. The partnership brings together Kent Police, Kent Trading Standards and a range of partners within the alcohol trade in a formal partnership. It is nationally recognised within the Home Office as best practice for partnership working in this environment.
33. Medway Unitary Authority has also created a Medway Community Alcohol Partnership.

Safer Socialising

34. Kent Police and the National Association of Business Crime Partnerships have developed the Safer Socialising Award (SSA) as an accreditation for licensed premises which are members of a BCRP; it covers all businesses within the night-time economy.
35. The purpose of the SSA is to encourage the full range of alcohol-related businesses to achieve higher standards of management and operation as a demonstration of their commitment to the reduction of alcohol-related crime and disorder and anti-social behaviour.
36. The SSA is managed by the local BCRP which awards certificates to successful premises following an inspection process involving the partnership, police, local authority licensing and the fire service. All awards are re-inspected annually by the partnership to ensure standards are maintained and further developed. Not all Kent BCRP's take advantage of the opportunity to accredit premises but several have done so including Canterbury, Maidstone and Gravesend.
37. In conclusion, the Commissioner and Chief Constable recognise the importance of a strong economy in boosting employment and helping to cut crime. As such, all partners have a part to play in helping to create a thriving community and to make Kent a safer place in which to live, work, travel and invest.

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Commissioner's Key Decisions – July, August & September 2015
Item & Date: Item C1 22 September 2015

Decision:

The Commissioner has endorsed the wide scale roll out of body worn cameras for frontline police officers.

Justification:

The Commissioner is responsible for securing value for money and the use of technology can assist with improving police efficiency and effectiveness.

Following a successful trial of body worn cameras, the Chief Constable submitted a business case to justify a broader roll out which the Commissioner has endorsed. This is at a cost of £1.8m from approved capital resources. The benefits of body worn cameras include:

- enhanced contemporaneous evidence capture;
- early guilty pleas and admissions;
- more appropriate sentencing;
- reduction in malicious complaints; and
- reduction in bureaucracy throughout the criminal justice process.

Decision:

The Commissioner has approved a major invest to save programme to provide a fit for purpose modern IT platform in collaboration with Essex. The total investment for Kent is £4.2m as part of approved capital funds, with an anticipated pay back of three years.

Justification:

The Commissioner is responsible for securing value for money and the provision of a modern IT platform will assist with improving police efficiency and effectiveness. In addition to supporting current policing requirements, it will maximise opportunities for innovation in the future to ensure Kent Police remains efficient, effective and successful in light of future savings requirements.

Decision:

The Commissioner will be hosting a Business Crime Conference on Thursday 19 November 2015. The conference will be in partnership with the Business Crime Advisory Group.

Justification:

To strengthen existing partnership working with the business community, improve the coordination and delivery of initiatives to reduce the risk of crime and anti-social behaviour and share best practice. Discuss the recently revised Kent Business Crime Strategy, with a particular focus on cyber-crime, national fraud and organised crime gangs.

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Police and Crime Panel Forward work programme (as at 22nd September)**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
HMIC PEEL report on Force	Requested by Chairman
Panel Annual report	Requested by Chairman
Youth engagement work – progress report	Agreed by Panel 2/6/15

June 2016

Election of Chairman and Vice-Chairman	Annual requirement
Complaints against the PCC and policy review	Report by Panel officers
PCC's Annual report 2015/16	Statutory requirement
Panel to determine procedure for selecting Independent Members	Statutory requirement

September 2016

Accounts 2015/16	Statutory requirement
Review of Panel Communications Protocol	Review agreed by Panel (report by Panel officers)

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 – 11 August 2015

Venue: Cliff Room, Kent Police Headquarters, Sutton Road, Maidstone, Kent, ME15 9BZ

The Meeting Notes are compiled in Agenda order.

Summary of Key Points and Actions

Item 1. Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

The Agenda running order was changed due to limited availability of some attendees.

Sean Nolan was congratulated on his appointment as President of the Police and Crime Commissioners Treasurers Society (PACCTS).

Item 2. Notes of Previous Meeting and Action Updates – 10 June 2015

The Meeting Notes from the Governance Board held on 10 June were noted as a true and accurate record and the following action updates provided:

- **Operation Stack**
 - **The Commissioner to write to Kent County Council and appropriate Kent MPs about Operation Stack**
 - This had not been done as it has been over taken by national Government intervention.
- **Innovation & Demand Management**
 - **The Commissioner requested a verbal update on the Tablet pilot and formal evaluation outside of the meeting.**
 - **The Chief Constable to update the Commissioner in relation to the Communications Strategy around changing services to reduce demand.**
 - The requested updates had been received.
- **Victim Focussed Policing**
 - **The Commissioner to raise the use of digitally streamed Victim Impact Statements with Magistrates.**
 - Local Magistrates were invited to the official opening of Compass House and the impacts of Victim Impact Statements was discussed.
- **Financial Monitoring and Savings update**
 - **The Commissioner requested a briefing paper outside of the meeting on the scale of overtime over recent years and how it is managed on a daily basis.**
 - The Commissioner had received the paper.

PART A – Specifically requested items

Item 3. Tackling Organised Crime Groups

- **OCGs within the Community**
 - It is everyone's responsibility to report suspicious activity and provide information to protect their community.
 - An operational example was given of a PSCO talking to a member of the public about a suspicious location with individuals present, resulting in a large drug network being disrupted.
- **OCG Intervention Process**
 - The OCG Intervention Process allows for joint working, not only with partner agencies, but also throughout Kent Police.
 - Partnership working is integrated on two levels within the OCG Intervention Process
 - Via the OCG scoring panel.
 - Via Community Safety Units.
 - Intelligence from partners increases the level of knowledge of local issues and potential problems within an area to enhance investigations.
 - The OCG Intervention Process is being trialled within East Division due to increased issues in the Thanet area.
- **Impact of OCGs**
 - OCGs are involved in all types of crime, including child sexual exploitation, drugs, violence and cybercrime.
 - Many OCGs commit offences across force borders which can cause difficulties in effectively policing them.
 - Within the South-East, there are 76 recognised OCGs which are now being measured against major, moderate and minor impact scales.
 - The Commissioner asked the Chief Constable how the Force was progressing with reducing the impact of OCGs on the communities of Kent. The Chief Constable stated that Kent Police had reduced those assessed as moderate by 25-50% and those assessed as minor by 25%.
- **Kent Police and Serious Crime Directorate**
 - Kent Police has contributed to over 90% of activity tackling OCGs within the region. With its own Serious Crime Directorate, it is not as reliant on regional support as some other forces.
- **Vulnerable Suspects / Victims within OCGs**
 - Vulnerable suspects, such as children within child exploitation offences, are also treated as victims and given the support that they require.
 - Kent Police wants to be considered an organisation that can be trusted by young people.
 - Through the work of ACC Shiner on the Kent Safeguarding Children's Board, Kent Police is gaining the ability to effectively deal with vulnerable individuals.
 - Kent and Medway Health and Wellbeing Boards are strong avenues to influence partnership working to protect vulnerable victims. Whilst Kent Police are invited to attend, they are not currently members.

Action

- **A report to be provided to the Commissioner at a Governance Board in early 2016 on the contribution of SCD in tackling OCGs.**

Item 4. Integrated Offender Management

- **Overview of IOM**

- Clarification was provided on how IOM works and which agencies work together to support successful delivery.
- Currently, Kent has 234 high and medium risk offenders on the IOM scheme that are managed within the community.
- It was noted that 50% of crime was committed by 10% of offenders.
- With monthly multi-agency meetings, reports can be issued across agencies on the progression of individuals.
- The planned co-location of partner agencies within hubs would support the effective delivery of IOM across the county.

- **Governance of IOM**

- Governance of IOM currently sits with the Kent Criminal Justice Board (KCJB) and a variety of agencies.
- Whilst HMIC have inspected the operation of IOM within Kent Police, other agencies have not been inspected. The Commissioner expressed concern at this.
- When HMIC inspect Kent Police, they do interview staff from other agencies to understand how well Kent Police is working.
- The Commissioner expressed concern at the level of accountability within a multi-agency environment.

- **Specialising IOM**

- Repeat Sex Offenders (RSOs) and other specific offender groups are to be included within the IOM matrix once the hubs are up and running.

- **IOM and KCJB**

- IOM depends on effective partnership working within the KCJB, with the governing body being the Ministry of Justice.
- Any issues that occur tend to be dealt with before they are escalated to the KCJB by inter-agency communication.

- **Cost Effectiveness of IOM**

- There are difficulties in being able to measure reoffending rates due to specific individuals committing high levels of crime which could skew the data.
- It is also difficult to compare how effective Kent Police are at managing repeat offenders due to the geography of Kent. (e.g. proximity to London and gateway to Europe).

- **Examples of IOM working**

- Examples were provided of how effective GPS tagging can be an integrated part of IOM; either to eliminate offenders from or directly link them to a crime scene.

- **IOM Implementation**

- During the implementation of IOM, relationships have been built with Seetec.
- As well as other forces, there are close links with external agencies and the police, such as the prison service.

- **Measuring IOM**

- Measurement of IOM will be through a multi-agency approach.
- The levels of crime from those offenders being within the IOM programme are hard to present due to the complexity of offender behaviour.
- There is a small reduction in the reoffending patterns of the 234 offenders on the programme. This can be attributed to the tactics used by Kent Police and partner agencies.

- **Future of IOM**

- IOM has targets to monitor offenders and their alcohol consumption through tagging. Intervention won't necessarily be made by the police, but by other partner agencies, to offer support for their health and well-being.

Action

- **The Commissioner requested a report outside of the meeting on the effectiveness of IOM for the 234 offenders currently on the scheme.**

Item 5. Stop and Search

- **Powers of Stop and Search**

- Stop and Search is identified as an important policing power, however, emphasis was placed on its fair use and legality.
- Data provided by the Home Office allows for further transparency into Stop and Search practices.

- **HMIC Inspections**

- During HMIC inspections from 2013 and 2015, forces around the country received numerous recommendations. Kent Police has completed all bar one of these.
- The current outstanding recommendation relates to community representatives shadowing operational officers to observe Stop and Search practices. This poses difficulties due to the unpredictability to when a Stop and Search might take place.

- **Observation of Stop and Search Encounters**

- Kent Police have now opened the opportunity for community representatives to observe operational duties with officers, for example, those on the ICV scheme.
- It was reinforced by Ch Supt Neil Jerome, that risk assessments are conducted prior to any observations taking place. The Commissioner stated that Kent Police should be careful not to orchestrate Stop and Search opportunities for the sake of observations. They need to be lawful and legitimate.
- With Body Worn Video recording Stop and Search encounters, independent viewings of interactions can increase transparency.
- When an individual is Stop and Searched, the interaction is recorded immediately via the PNC Bureau (PNCB) and the individual is provided with a reference number and the link to Kent Police's website which explains their rights and entitlements.
- This database will allow the Home Office to publish more accurate data, and minimise delays, whilst also facilitating Police.uk to upload all interactions to their website.
- There were nine reported complaints directly related to Stop and Search last year, with three in the first quarter. None of these individuals identified themselves as black or from another ethnic minority.

- **Stop and Search Outcomes**

- The conversion rate of Stop and Searches to positive outcomes is showing that the Force is working from intelligence.
- The Chief Constable reinforced that the Force must not just look at the arrest conversion rate but also total outcomes.

- It was noted that the public are concerned about the proportion of BME Stop and Searched. Kent Police recognised that they must be open and transparent in the recording of Stop and Search data in order to be able to justify its proportionate use.
- **Video footage showing a Stop and Search within Kent**
 - Body Worn Video of a Stop and Search encounter in Kent was shown to all in attendance.
 - The Board was informed that the Stop and Searched shown resulted in the individual being arrested.
- **Transparency with Stop and Search**
 - Each Division now has a single point of contact for engagement surrounding Stop and Search.
 - Every officer receives comprehensive Stop and Search training within their Officer Safety Training each year. The Independent Police Advisory Group (IPAG) input into these training sessions to provide more varied training.
 - Kent Police has worked closely with the Netherlands Police and identified similarities within their communities and shared views on best practices.
 - The Commissioner asked the Chief Constable how many of those Stop and Searched within Kent are Kent residents.
 - The Chief Constable stated that 39% of people were non-Kent residents, with half identifying themselves as BME.
- **Public Scrutiny through IPAG**
 - Gurvinder Sandher, Chair of the IPAG, was introduced and thanked by the Commissioner for attending. Gurvinder went on to explain the role of IPAG within Stop and Search.
 - District Chairs have been recently appointed by IPAG and they will develop closer working relationships with the District Commanders.
 - Quarterly meetings are held with Kent Police's Stop and Search panel to discuss areas of concerns.
 - Recommendations in relation to Stop and Search and provided to Kent Police by the country IPAG.
 - The IPAG has created a Stop and Search scrutiny panel, which is a formal meeting to look through district and county data. The meetings will be an opportunity for local district commanders to account for Stop and Search issues that may be apparent in the local area.
 - The IPAG has indicated that public opinion of police interactions by other forces could be tarnishing Kent Police.

Action

- **The Commissioner requested the Chief Constable to update her on the proportion of the 35 individuals Stop and Searched in Thanet and whether they were residents of Kent.**

PART B - Standing / routine update items

Item 6. Financial Monitoring & Savings Update

- **First Quarter Performance**
 - Based on the first quarter there are no concerns with the savings plan, with an expected underspend.
 - The Capital Programme has been signed off by the OPCC and now awaiting further announcement of cuts from central Government.
 - The DCC's Strategic Change Board will discuss any financial implications.
- **Current Spending Review**
 - The savings plan now include an additional year due to the Chancellor's decision to enforce an extra year of austerity, which will result in £13/14m cuts on top of the original £61m.
 - The Chancellor has asked non-protected departments, such as Police, to model plans for up to 25% and 40% real term cuts.
 - Both the Chief Constable and OPCC expressed concerns over the effects that further cuts will have on Kent Police. The Chief Constable is producing a report on the possible impact which will be available within two weeks.
 - It was agreed that the information within the documentation was insufficient.
- **Figures behind the cuts**
 - It was explained that in the period 2010 to 2020, there would be an estimated £124m in cuts, which did not take into account the possibility of an extra 10% from the funding formula. Therefore, the Force is basing plans on the cuts including an extra 10%.
- **Use of Reserves**
 - The Commissioner has approved the use of £5.5m of Reserves to support the savings requirement over the next three years.

Item 7. HMIC & Related Report(s) since last meeting and Performance Update

- The Force now monitors performance across six themes; community, victims and witnesses, offenders, threat, harm and risk, a supported workforce and integrity.
- The Force compares itself against these themes, rather than numerical targets.
- The Chief Constable stated that Digital Forensics' timeliness and first time guilty pleas require improvement.
- **Digital Case Papers**
 - Kent Police are moving towards complete digital case files which will enhance and streamline the process.
 - The Commissioner asked whether other agencies would be able to cope with the move. The Chief Constable confirmed that other agencies are starting to catch up and this will be a focus over the coming months.
- **Crime Reporting**
 - Over the last 24 months, a 96% crime recording accuracy rate has been maintained. Due to there now being true data, comparisons can be made and conclusions drawn with results showing 1500 fewer victims and a decrease in all victim based crimes.
 - The force is sceptical about comparing with other forces until they achieve the same levels of accuracy.

- The Chief Constable is focussing on how the Force is performing rather than comparison with other forces.
- **Victim Satisfaction**
 - Across three satisfaction surveys, (ASB, burglary and generic police interaction), Kent Police performed well;
- **HMIC Recommendation implementation**
 - Kent Police collates all HMIC recommendations and subsequent updates into a database which ensures none are lost. This is then reviewed by DCC Brandon and brought to relevant Force performance meetings.
 - The Chief Constable explained all recommendations would be implemented with only a few requiring minor changes.

Item 8. Update on Significant Operational Matters

Including Strategic Management of Freight in Kent (Op Stack)

- **Operation Stack**
 - Operation Stack has a significant impact on the county with added pressure from the 15% increase in freight traffic over the last year.
 - At the peak of the operation, there were 7000 lorries parked on the M20, which is the equivalent of 36 miles of traffic.
 - The primary agency for Operation Stack is Highways England; Kent Police's priority is to ensure and maintain public safety.
 - Op Stack has required an average of 70 to 80 officers and conducting 12 to 16 hour shifts.
 - Op Stack was declared a critical incident, and Mutual Aid was provided by surrounding forces, which ensured the wellbeing of officers and staff supporting the operation.
 - The Prime Minister has shown support in finding a solution to Op Stack. The Commissioner had also received confirmation that costs to Kent Police would be reimbursed due to Op Stack being a national problem.
 - The Chief Constable announced that by May 2016, there would be a long term solution for Op Stack which will allow Kent to continue day to day life even when there is traffic disruption.
 - Op Stack (2) has been confirmed as Manston Airport and will take approximately 4-6 hours to fully implement.

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