



What Kathryn Holloway does in terms of standard responsibilities in her role as Police and Crime Commissioner for Bedfordshire, from May 2016:-

1. Oversee the Funding.

As PCC, I pursue the funding argument with Government, (the Home Office Policing Minister, Home Secretary, civil service Police Funding Team, Chancellor and Chief Secretary to the Treasury) including, in my case, preparation for the Policing Minister of the October 2017 Demand and Funding Analysis Report providing compelling evidence concerning the significant challenge caused by the low funding of Bedfordshire Police, compared with the very serious and complex crime demands it faces, and personal editing of the report supporting my unique (and successful) bid for emergency funding for £4.571m from the Policing Special Grant (November 2018).

I construct cross party support among the county's MPs and, where possible, local councillors in support of the argument that Bedfordshire Police needs £10m per year for 300 PCs and 80 detectives to bring its frontline to comparable levels with forces facing similar challenges.

I have an obligation to bring in a balanced budget with no overspend (unlike the NHS) each year, managing funding of £104.5m in 2018-19 and raising the precept, with Panel support (to raise an extra £1.81m in 18/19). I am obliged to maintain a minimum reserve of 3% of annual income or face an audit warning and one from police watchdog, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services.

Despite these challenges, I have supported the recruitment of 96 PCs in my first year, 105 in the second and, as a result of the Special Grant success, am able to continue to recruit 160 new PCs in the year 2018-19.

2. Four Governance Roles and Governance holding me to account.

Within Bedfordshire Police, I hold the Chief Constable to account for evidence of how and why his Force is tackling crime as it is and why the emphasis is on the Force Control Strategy of key crime types, at monthly Strategic Boards lasting at least 2 hours, weekly Force Business Meetings of an hour and in daily communications plus a weekly informal meeting with the DCC of approximately an hour.

Within the Triforce collaboration (BCH) with Hertfordshire and Cambridgeshire Police, I oversee governance with a monthly 2 hour board concerning Joint Protective Services which deliver all Major Crime Investigations, Roads Policing, the Dogs Unit, Armed Policing, Scientific Services/Forensics, Civil Contingencies and Force Support. I take part in monthly teleconferences after each Joint Chief Officer

Board with the two other PCCs and chiefs of all 3 forces, plus quarterly half day meetings with this group and the BCH management team.

Office of the Police and Crime Commissioner for Bedfordshire

Woburn Road | Kempston | Bedford | MK43 9AX
Tel: 01234 842064 | Email: pcc@bedfordshire.pnn.police.uk
Web: bedfordshire.pcc.police.uk | Twitter: [@BedsPCC](https://twitter.com/BedsPCC)



I head governance for all seven forces of the East for the Eastern Region Special Operations Unit (ERSOU) - which comprises the Counter Terror Intelligence Unit (which is the leader under Bedfordshire Police in the country for disruptions and successful terror prosecutions) and the ROCU - Regional Organised Crime Unit - (joint leader with W Midlands for Serious Organised Crime investigations and successes.) This is delivered in one bi monthly 2 hour board.

As the ERSOU governance lead, I also sit on the National Counter Terror Strategic Board, meeting in London or Birmingham every quarter for half a day.

Similarly, I take part in conferences of the seven force Eastern Alliance, which involves bi-monthly all day PCC only briefing meetings and an all day PCCs, Chiefs and Collaboration team meeting which is also bi-monthly.

In terms of governance holding me to account, I attend bi-monthly Police and Crime Panel meetings, issue a report and answer questions from a panel drawn from representatives of all our unitary local authorities, of all parties, and independent members, for at least 2 hours. This is an evening meeting held by rotation in Bedford, Luton and Central Bedfordshire and can be attended by both the public and media. I meet with the Chair of the Panel ahead of each meeting and an opportunity exists for other Panel members to join us within this hour-long meeting, if they have particular concerns to raise outside the publicly minuted meeting.

It will be appreciated that the minutes for such meetings, including Business Cases for change, often run to over a dozen sections. Each governance meeting requires a 2-3 hour block to be set aside by the PCC for reading and annotation and a further hour for discussion of the context (and other PCCs' and Chiefs' views) with my Chief of Staff. The meetings themselves take 2-4 hours.

3. Three National Portfolio lead roles on behalf of PCCs who, like police chiefs, share such responsibilities and events of the Association of Police and Crime Commissioners.

I am responsible for leading the portfolios on behalf of 43 forces in England and Wales for PCCs comprising:-

International Policing deployments of British police officers (and revenue earning opportunities).

Civil Contingencies Planning (for emergencies and mass fatalities)

The Strategic Policing Requirement - the mandatory matters which the Home Secretary demands all forces must deliver to counter terrorism, cyber threat, child sexual exploitation, mass disorder, civil emergencies and organised crime; all as national threats cutting across force borders.

(This takes me one full day or less per month on average.)

I attend the National Policing Coordination Committee (NPoCC) Board in London quarterly (2 hours) in relation to the matters above with representatives from NPoCC, the National Police Chief's Council, Home Office and police watchdog HMICFRS.

I receive several requests each day from the APCC for my comments and views, to deadline, on breaking policing issues. The APCC holds an annual AGM (1 full day) and a 2 day joint meeting with the National Police Chiefs Council (of Chief Constables), which I generally address on my portfolio responsibilities (listed above) and which are addressed by both the Home Secretary and Shadow Home

Office of the Police and Crime Commissioner for Bedfordshire

Woburn Road | Kempston | Bedford | MK43 9AX

Tel: 01234 842064 | Email: pcc@bedfordshire.pnn.police.uk

Web: bedfordshire.pcc.police.uk | Twitter: [@BedsPCC](https://twitter.com/BedsPCC)



Secretary. Throughout the year, at least bi-monthly, the APCC holds day-long briefing events on specific policing matters for PCCs in London.

I attend the (2 day) conference of the policing representation body, the Police Federation each year.

4. Handle complaints against the Chief Constable only (my current sole statutory remit where complaints are concerned).

With officer or investigations complaints going to the complaints team based in the Bedfordshire Police Force Control Room or the Professional Standards Department, if they concern a potential disciplinary issue or crime, as PCC, I only handle complaints made specifically in relation to the conduct of the Chief Constable by law, as it stands currently.

5. Distribute and audit £1.6m of Ministry of Justice funding and that of Bedfordshire Police as Commissioner of services for victims of all crime types and community safety improvement.

I am responsible for delivering services for victims of all crime types whether or not they have reported these to police. (Including creation of the Signpost online directory and specialist call centre and direct funding of the Independent Domestic Violence Advisory Service for victims of domestic violence and abuse.) I am also responsible for community safety improvement grants from this same fund. I set the priorities for the commissioning process for the year, chair a panel (alongside the Chair of the Police and Crime Panel, senior local authority safeguarding officers, young people and members of minority groups) hearing presentations from applicants and I approve all grants. I am responsible for the ongoing audit of such commissioned services to ensure the money is being spent on precisely the services for which it was provided, in the year in which it was granted and with proof provided as to outcomes for service users. The grants panels alone typically run to a 10-15 day commitment.

6. Public Engagement.

I see my role as explaining to the public what the police can and cannot do; managing expectations rather than simply offering empty promises to deliver what the public want if it is unaffordable and unachievable. In autumn 2018 alone, this has involved public surgeries and town council meetings in Sandy, Shefford and Biggleswade on top of those in Dunstable, Leighton Buzzard and Luton in the summer months, with the next in Houghton Regis in January. These meetings take place in the evenings and take at least three hours, if the council also accepts the invitation to a meeting, at the end of a day which invariably starts for me by 8.30am at the latest.

Being PCC involves continuous public correspondence and attendance by invitation at community events plus regular half day ride-along with the Community Cohesion Team to visit their contacts; I am also the main sponsor, and of course attend, the annual Community Cohesion Thankyou Awards, which is an evening event which was attended by over 120 members of communities from throughout the whole of Bedfordshire, in February 2017. I also attend the Stop and Search Scrutiny Panels which examine via body worn video to examine how stop and search is conducted in Bedfordshire, provide feedback to officers and provide the public with confidence that such searches are being conducted lawfully and in a way that offers dignity and respect to those involved.

I attend the Bedfordshire Police Partnership Board to oversee the fund for public delivery of free home security advice and measures for vulnerable members of the public, including the Bobby Van

Office of the Police and Crime Commissioner for Bedfordshire

Woburn Road | Kempston | Bedford | MK43 9AX
Tel: 01234 842064 | Email: pcc@bedfordshire.pnn.police.uk
Web: bedfordshire.pcc.police.uk | Twitter: [@BedsPCC](https://twitter.com/BedsPCC)



scheme (a 2 hour meeting).

7. Media Engagement across television, radio and print, locally, regionally and nationally.

I give interviews on strategic matters of concern to the public such as a response to HMICFRS reports and gradings - and not commentary on breaking and live operational matters which are a matter for the Force. Examples include documentary filming and bulletin interviews with Sky News and a feature interview with Guardian columnist Polly Toynbee, plus very regular BBC 3 Counties radio and Look East television interviews and those with the ITV1 regional station Anglia and radio station Heart. I also produce twice weekly pro-active media releases every week to detail my activities and those of my office, a monthly newsletter to partners, one to Rosetta publishing (reaching in excess of 50,000 Bedfordshire homes) and one, internally, for officers and staff. These are written by me.

8. Frontline Policing Engagement.

I am involved in very regular ride-along with frontline officers and meaningful half day visits to officers and staff; to Response, the Community Policing Hubs, Technical Surveillance, the Dogs Unit, Roads Policing, the Counter Terror Intelligence Unit, Regional Organised Crime Unit and the Force Control Room in 2018 across Bedfordshire Police, Joint Protective Services and the regional ERSOU organisation This is how I deliver information directly from the frontline to the most senior staff at Bedfordshire Police.

9. Partner Engagement.

My engagement with partners (such as local authority officers and voluntary organisations) aims to drive forward more effective joint working with Bedfordshire Police and joint funding of initiatives from which we all benefit; including my attendance by invitation at the Community Safety Partnership Executive meetings of the 3 unitary authorities, irrespective of politics, (which are 2 hour meetings).

I also deliver very regular presentations at events such as the recent National Farmers Union conference, held at my request at Scald End Farm, near Bedford, and similar events organised by or with my office, including the Partners' Event (December 11 2018, attended by 85 key partners) and Home Office Serious Violence Strategy Conference at Warren Weir, Luton (attended by 125 local partners).

As PCC, I also sit on the Fire Authority for the Bedfordshire Fire and Rescue Service for which I have, as yet, chosen not to exercise my legal right to make a local case to take over governance, in order to concentrate on Bedfordshire Police for which I was elected, but where I am a vocal and active member (2 hour meetings).

Another key meeting - which I chair - to drive progress in the Criminal Justice System, is the Criminal Justice Board (quarterly for 2 hours). This vital meeting is attended by core attendees from the OPCC, the Deputy Constable of Bedfordshire Police, HMP Bedford (Bedford Prison), the Community Rehabilitation Company (CRC, local probation service), the National Probation Service, the Witness Service, the Courts Service (representing both Crown and Magistrates' Courts from an administrative viewpoint), the county's Community Safety Partnerships, the Youth Offending Service, Crown Prosecution Service and administrative and data analysis staff who support the

Office of the Police and Crime Commissioner for Bedfordshire

Woburn Road | Kempston | Bedford | MK43 9AX

Tel: 01234 842064 | Email: pcc@bedfordshire.pnn.police.uk

Web: bedfordshire.pcc.police.uk | Twitter: [@BedsPCC](https://twitter.com/BedsPCC)



meeting with proof of outcomes and delivery in the courts.

10. Ceremonial/Motivational Role.

I attend the Passing Out Parades of new recruits wherever possible and address them as they launch into a new career in policing, alongside the Chief Constable and DCC and also attend and address many of the Long Service Award and Chief Officer's Award ceremonies, Bedfordshire Police Awards (and those of Fire, wherever possible) and the Lord Lieutenant's Cadets Awards (which are all evening ceremonies at the end of the working day). I attend key annual ceremonial events as PCC, such as the Remembrance Parade and Service and the annual Justices' Service, generally on Sundays. I attend and speak at almost all key public and partnership events arranged by the OPCC or connected with my commissioning.

These elements are all the standard and regular events which are in my diary. They do not include all the meetings one to one with members of the Force, local and national politicians, special interest groups, Police Federation and those with projects or issues to discuss with me, which take an average of 5 diary hours during the working week or the need to interview those joining my team or the Executive team of the Force.

WHAT A PCC DOES NOT DO:-

A police force is not the private fiefdom of a PCC to command and deploy as she sees fit.

The law dictates that a PCC is NOT responsible for dictating to a Chief Constable how many officers should be deployed, where they should go and what they should do when there; this and all delivery of day to day policing, including how technology, from Tasers to mobile Tuserve IT systems, is being deployed are the sole responsibility of the Chief Constable and his Chief Officer team.

A PCC also does not currently hold the statutory power to investigate public complaints about policing or police officers which should be submitted to the Complaints Department or, if a serious, potentially disciplinary matter, to the aforementioned Professional Standards Department for investigation. Details can be found on the Bedfordshire Police website at bedfordshire.police.uk

Office of the Police and Crime Commissioner for Bedfordshire

Woburn Road | Kempston | Bedford | MK43 9AX
Tel: 01234 842064 | Email: pcc@bedfordshire.pnn.police.uk
Web: bedfordshire.pcc.police.uk | Twitter: [@BedsPCC](https://twitter.com/BedsPCC)