

## 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 **Darent Room, Sessions House, County Hall, Maidstone** on **Tuesday, 4th June, 2013, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 01622 694764

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

*Please note that there will be a briefing for members on the Chief of Staff confirmation process at 9.15am this will take place in the Wantsum Room, Sessions House, County Hall*

#### Membership

Councillor Gerry Clarkson	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Anthony Martin	Dartford Borough Council
Councillor Sue Chandler	Dover District Council
Councillor John Burden	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Annabelle Blackmore	Maidstone Borough Council
Councillor Les Wicks	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor David Monk	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Mrs Iris Johnston	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor David Jukes	Tunbridge Wells Borough Council
Councillor Alex Perkins	Co-opted member - Canterbury City Council
Councillor Gordon Cowan	Co-opted member - Dover District Council
Councillor Ian Chittenden	Co-opted member - Maidstone Borough Council
Councillor Rupert Turpin	Co-opted member - Medway Council
Mr Dan McDonald	Independent Member
Mr Gurvinder Sandher	Independent Member

## **UNRESTRICTED ITEMS**

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

- 1 Election of Chairman
- 2 Election of Vice-Chairman
- 3 Introduction/Webcast Announcement
- 4 Apologies and Substitutes
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Meeting held on 9 April 2013 (Pages 1 - 4)

### **B - Commissioner's Decisions**

- B1 Commissioner's Decisions (Pages 5 - 6)

### **C - Commissioner's reports requested by the Panel**

- C1 Chief of Staff Confirmation (Pages 7 - 14)
- C2 Progress on Recruitment and Deployment of Officers and PCSOs (Pages 15 - 16)
- C3 Community Safety Landscape Update
- C4 Consultation and Engagement Strategy (Pages 17 - 26)
- C5 Report Back on SARC Summit

### **D - Future Work Programme**

- D1 Future Work Programme (Pages 27 - 28)

## **EXEMPT ITEMS**

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

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Friday, 24 May 2013**

**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 Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 9 April 2013.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr M O'Brien (Vice-Chairman), Cllr Mrs A Blackmore, Cllr J Burden, Cllr Mrs S Chandler, Cllr D Monk, Cllr M Rhodes, Cllr T Martin, Turpin, Cllr P Fleming, Cllr Mrs I Johnston, Cllr P Todd, Mr A H T Bowles, Councillor A Perkins, Mr Dan McDonald, Mr Gurvinder Sandher and Cllr J Cunningham (Substitute for Mr D Jukes)

ALSO PRESENT: Mrs A Barnes (Kent Police and Crime Commissioner), Mr S Nolan (Acting Chief Executive and Chief Finance Officer), Mrs K Chapman (Policy and Research Officer), Chief Constable Ian Learmonth and Deputy Chief Constable Alan Pughsley.

IN ATTENDANCE: Mr M Campbell (Policy Support Officer) and Mrs A Taylor (Scrutiny Officer)

**UNRESTRICTED ITEMS****18. Minutes of the Meeting held on 5 February 2013**  
*(Item A4)*

- (1) In response to a query from the Chairman the Commissioner explained that she had not yet had opportunity to investigate the possibility of compiling some statistics to identify the extent to which alcohol and/or drugs were influencing crime statistics as had been requested previously by the Panel.

RESOLVED that the minutes of the meeting held on 5 February 2013 be signed by the Chairman as a correct record.

**19. Update on the departure of the Chief Executive and appointment of Chief of Staff - oral update**  
*(Item B2)*

- (1) The Commissioner explained that the Chief Executive had moved on and Mr Sean Nolan had been seconded into the position of Acting Chief Executive. The Commissioner was actively seeking a Chief of Staff and an advertisement placed in The Times newspaper had received a good response. Shortlisting for the position of Chief of Staff would take place at the beginning of May and one of the Panel's Independent Members, Mr G Sandher, had been asked to take on an observer role on the appointment panel. The confirmation hearing for the Chief of Staff was planned for 4<sup>th</sup> June and it was hoped that someone would be in post by the summer.
- (2) The Chairman asked how the roles of the Chief of Staff and the Chief Executive differed. The Commissioner explained that both had statutory duties but the Chief of Staff would have a greater role in policy advice.

RESOLVED that the Kent and Medway Police and Crime Panel noted the Commissioner's update on the departure of the Chief Executive and the Appointment of the Chief of Staff.

**20. Appointment of Youth Commissioner - progress report**  
(Item B3)

- (1) The Chairman introduced this item and explained that guidance from the Head of Legal Services at KCC was that; it would be inappropriate to discuss the individual Youth Commissioner or the selection process which led to her appointment. It was, however, appropriate to discuss the principle of a Youth Commissioner appointment. The Commissioner confirmed that an independent review of the appointment process would be carried out and the results shared with the Panel.
- (2) The Commissioner explained that it had been her intention to give a face and a voice to the young people in Kent and Medway through the Youth Commissioner role. She had offered to fund a third of the Youth Commissioner's salary herself and the remaining 2/3 would be paid by her Office.
- (3) Members raised the following comments
  - a. It was important to remember that in many areas young people needed more support than was given on this occasion. There were lessons to be learnt from this.
  - b. The principle of the Youth Commissioner role was generally welcomed and many members had been saddened by the events of the past few days.
  - c. A number of Members suggested that views could be gained from working with the Kent, Medway and District Youth Councils.
- (4) Members were aware that the police were working in schools to educate young people on the seriousness of crimes and making young people aware that issues in their past could be raised at any point in the future. There was a view that the age limit of the Youth Commissioner should be raised.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the Commissioner's report on the Youth Commissioner and request a report back at a future meeting.

**21. Establishment of Local Policing Forums - progress report**  
(Item B4)

- (1) The Commissioner explained that she aimed to be the most accessible commissioner in the country and had already held a number of public events. 'Meet the Commissioner' was being held every two months and the Commissioner also planned to visit schools and to run a school competition to create a picture for the side of the Commissioner's van. It was confirmed that anyone was welcome to attend the public meetings with the Commissioner.
- (2) A Member asked what the role of the Independent Advisory Groups would be in the future. The Commissioner explained that there were now organised by the force and that when a new Chairman of the Strategic Independent Advisory

Group was in place she would hold further discussions about the future of the Groups.

RESOLVED that the Kent and Medway Police and Crime Panel noted the Commissioner's report on the 'Establishment of Local Policing Forums'

## **22. Mapping of resources and deployment of mobile police stations - oral report**

*(Item B5)*

- (1) The Commissioner explained that she had put together a manifesto delivery group with the Force who were working through all the commitments previously made. The Commissioner's Office were mapping where the mobile police stations would be best placed. The plan was for each division to have a number of mobile police stations which would visit 3 places per day and their visits would be recorded on a website. The Chief Constable confirmed that additional Police Community Support Officers (PCSOs) were being recruited and that the aim of the mobile police stations was to be seen and to interact with the 'harder to reach' groups. It was hoped that the mobile police stations would be deployed mid July.
- (2) The Chairman needed to be assured that having closed police stations, to save resources, mobile police stations were the best way of using the resources available. The Commissioner confirmed that she was satisfied that the resources were being used in the best way.
- (3) Panel Members were generally very supportive of mobile police stations, particularly where in some areas streetlights were being turned out over night. The Commissioner explained that mobile police stations would be driven by PCSOs but might also contain police officers. There was an opportunity for the mobile police stations, not only in the rural areas, but in large towns like Dartford and Maidstone.
- (4) One Member asked whether mobile police stations would be responsive to problems. The Commissioner explained that initially the mobile stations would be travelling around trying to cover as much of the county as possible. In time and finance permitting they could be used to respond to problems. It was hoped that there would be an increased police presence as a result of the mobile units.

RESOLVED that the Kent and Medway Police and Crime Panel broadly welcomed the deployment of mobile police stations and welcomed the Commissioner's assurance that she would take on the comments made by the Panel and would report back in early 2014 (approximately 6 months after they are deployed).

## **23. Sexual Assault Referral Centre in Kent and Medway - oral report**

*(Item B6)*

- (1) The Commissioner introduced this item and explained that Kent and Medway was the only Force area not to have a well-equipped 24 hour Sexual Assault Referral Centre. Further discussions were taking place at officer level with partners to understand what actions were necessary to ensure there would be a 24hour centre

available. This had also been a matter of concern for the Community Safety Partnership and the need for a 24 hour centre would continue to be supported.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the report and offered support to the Commissioner.

**24. Commissioner's plans for Advisers after contracts expire on 31st May and 30th June - oral report**

*(Item B7)*

- (1) The Commissioner explained that she currently had three advisors on short term contracts. A new Chief of Staff was being recruited and one of their first tasks would be to restructure the Commissioner's Office. There was a need to retain two of the temporary staff advisors. It was intended that Mr Thompson's contract would expire in June but Mr Cox and Mr Carroll's contracts could either be extended for up to 6 months or additional skills could be bought in as and when needed. The Commissioner welcomed any comments the Panel had.
- (2) Members generally supported the Commissioner's use of advisors and thought it was important that she had the best team in her office at the end of the recruitment process. The Chairman explained that staffing within the Commissioner's office was her own decision but the Panel were keen to ensure that due processes were followed in appointing staff or contractors.

RESOLVED that Members of the Kent and Medway Police and Crime Panel noted the report on the Commissioner's Advisors.

**25. Commissioner's Decisions since the last Panel meeting**

*(Item C1)*

RESOLVED that the Kent and Medway Police and Crime Panel noted the decisions made by the Commissioner's since the last Panel meeting.

**26. Future work programme**

*(Item D1)*

RESOLVED that the Kent and Medway Police and Crime Panel noted the future work programme.

**27. Notes of Governance meeting on 20th March 2013 - to follow**

*(Item E1)*

- (1) The notes of the Governance meeting 20 March 2013 would be circulated to Members.

**Key Decisions made by the Commissioner and her Office. April - May 2013**

1. Appointment Offer to fill the new Chief of Staff role subject to vetting.
2. Decision to adopt Kent Force correspondence management system
3. Decision to discount the police precept element, (est. cost £30000) for Special Constables with two years' experience, from 2014/15 onwards
4. Decision to hold a major neighbourhood watch forum (to take place in June)
5. Decision to hold briefing events for parish and Town councillors, organised in conjunction with Kent Association of Local Councils. Three such events to take place in July.

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From: Ann Barnes, Kent Police and Crime Commissioner  
To: Kent and Medway Police and Crime Panel  
Subject: Appointment of Chief of Staff

**Summary:**

This paper provides information on the proposed appointment of a new Chief of Staff by the Kent Police and Crime Commissioner. It details the appointment process and information on the nature of the role, but due to on-going vetting processes, it does not provide details of the nominated candidate. This information will follow in a supplementary paper.

**Background:**

1. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act to hold a confirmation hearing for all senior appointments made by a Police and Crime Commissioner. Senior appointments are defined as the Commissioner's Chief Executive (Chief of Staff), Chief Finance Officer, and where relevant, Deputy Commissioner.
2. Under Schedule 1 (9) of the Act, the Commissioner must notify the Police and Crime Panel of her proposed appointment, and include the following information in the notification:
  - a. The name of the nominated candidate
  - b. The criteria used to assess the suitability of the candidate
  - c. Why the candidate satisfies these criteria
  - d. The terms and conditions upon which the candidate is to be appointed
3. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the recruitment process and to make recommendations on the proposed appointment. Following the confirmation hearing, the Panel must make a report to the Commissioner, including a recommendation as to whether or not the candidate should be appointed. The Commissioner may accept or reject this recommendation.

**Introduction:**

4. This paper provides information on the recruitment process for the Commissioner's Chief of Staff. It details the nature of the intended role, the conditions upon which the successful candidate is to be appointed as well as the criteria used to assess the suitability of candidates. It does not include details of the successful candidate at this stage, as the offer of employment made is still subject to the completion of vetting processes.
5. A paper providing information regarding the name of the successful candidate and why they satisfy the criteria used to assess candidates will be provided as soon as vetting has been successfully completed. It is hoped that this will be in advance of the 4<sup>th</sup> June meeting to allow the confirmation hearing to take place.
6. Provided vetting is complete, the nominated candidate will attend the Confirmation hearing on 4<sup>th</sup> June to answer questions raised by the Police and Crime Panel members. The offer of employment made to the successful candidate will remain conditional until after the Panel has made its recommendations on the appointment.

**Appointment of Chief of Staff:**

7. Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint '*a person to be the head of the commissioner's staff*' (Schedule 1, 6 (1)(a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.
8. The role of the head of the commissioner's staff is seen to be different from the previous role of Chief Executive and will place greater emphasis on providing policy advice and steering the team within the OPCC. To mark this difference, the post in Kent has been titled 'Chief of Staff'. The new Chief of Staff role therefore replaces the existing post of Chief Executive.
9. The Chief of Staff post for the Kent PCC was advertised on Monday 25<sup>th</sup> March 2013, with a closing date of Wednesday 17<sup>th</sup> April 2013. The job advert was posted on the Commissioner's website and also placed with the Sunday Times, Jobs in Kent and LinkedIN. A copy of the job advert is attached as Appendix A.
10. The post is to be offered on a permanent basis, with a salary of £90,000. The post holder would also be eligible to enter the Local Government Pension Scheme. The successful candidate will be required to undertake the statutory governance duties of the Chief of Staff as required within the Police Reform and Social Responsibility Act 2011. This includes acting as monitoring officer to the PCC, ensuring financial propriety, and providing advice and recommendations to the PCC so as to enable and assist the Office of the Police and Crime Commissioner to fulfil its statutory functions. The Chief of Staff will also have the opportunity and flexibility to create the framework of support needed within the OPCC to enable it to operate efficiently and effectively. The job description for the role is attached at Appendix B.

**Appointment Process:**

11. The appointment process for the Chief of Staff position was conducted with the support of professional HR advice from Kent Police. The recruitment process was comprehensive, fair and based on merit. The Police and Crime Panel were invited by the Commissioner to observe the process to provide reassurance that proper processes had been followed.
12. The response to the Chief of Staff advert was extremely positive, and in total, 64 applications were received. 16 candidates were long listed by the Commissioner, based on a set of minimum criteria for the role. These criteria are attached at Appendix C. Candidates successful at long-list stage were those who had fully evidenced each of these criteria within their application. All long-listing forms were anonymised to ensure objectivity.
13. Six candidates were then shortlisted for interview from this long list by a Panel, which included the Commissioner, Catherine Crawford (a previous Chief Executive of the Mayor's Office for Policing and Crime) and Paul West (Policing Advisor). The criteria used for shortlisting is also attached at Appendix C. Of those candidates shortlisted, 67% were male and 33% were female (four and two respectively). There were no ethnic minority candidates.
14. Prior to interviews, a briefing day was held for short listed candidates on 8<sup>th</sup> May. This briefing event provided detailed information on the Commissioner's manifesto and plans, the nature of her office, as well as a series of presentations from Kent Police on the structure and

challenges of policing in Kent. The briefing day also included representatives from partnership organisations, including Community Safety Partnerships, Kent County Council and Medway Council.

15. Interviews for the post were held on 16<sup>th</sup> and 17<sup>th</sup> May. The interview process was extremely comprehensive and included a media task, presentation and a panel interview. The criteria assessed at interview were:
  - Be proactive, innovative and creative
  - Plan, organise and implement activities at a strategic level
  - Be an inspirational leader
  - Anticipate the needs of the Commissioner, and the people of Kent.
  - Be committed to public service
  - Manage performance, both internally and externally
16. The interview panel comprised the Commissioner, Mark Castle (Chief Executive of the Association of Police and Crime Commissioners), and Paul West (Policing Adviser). The interview panel were advised by Richard Leicester, Kent Police Head of Resourcing, and Gurvinder Sandher represented the Kent Police and Crime Panel at these interviews in an observer capacity. The briefing pack for the interviews included an equality and diversity briefing.

**Vetting of the Successful Candidate:**

17. Following the interviews, the Commissioner has made a conditional offer of employment to the successful candidate. This offer is subject to successful completion of vetting processes, and the confirmation hearing to be held by the Panel. The name of the successful candidate will not be released until vetting has been completed.
18. A supplementary paper will follow this report once vetting is complete, detailing the name of the successful candidate and why they meet the criteria for the role.

## APPENDIX A – JOB ADVERT

# Chief of Staff

Circa £90k pa

Kent Police & Crime Commissioner's Office



Ann Barnes, the Kent Police and Crime Commissioner, is seeking to recruit a Chief of Staff to help her deliver her wide ranging and dynamic plans for her role in Kent.

Excellent interpersonal and communication skills are a given. The key attribute will be the ability to 'inspire'.

The successful applicant must be able to work with and enthuse people working in the Commissioner's Office, Local Authorities, Third Sector organisations and the Police.

The Commissioner was elected on a platform of challenging the 'status quo' and delivering tangible improvements in Policing and the parts of the Criminal Justice world that fall in her remit.

**A willingness to think differently and to develop new ways of working is considered essential.**

The successful applicant will need to demonstrate a full appreciation that the Commissioner role is radically different to the previous model of Police governance and fully appreciate the need for the Commissioner to engage with the general public in an extensive and meaningful way.

Whilst relevant experience may be beneficial, this position will be about what you can do, not what you have done, so coming from outside the Police & Criminal Justice world will not necessarily be a disadvantage.



## APPENDIX B – JOB DESCRIPTION

### Chief of Staff Job Description

#### Introduction

Police & Crime Commissioners were introduced nationally as part of the Police Reform and Social Responsibility Act 2011. The job of the Commissioner is to ensure local community needs are met, bringing the public closer to policing. The role does not replace Chief Constables, who continue to have full operational control over how their police force is run.

Ann Barnes was elected on the 22nd November 2012 as the first Police & Crime Commissioner for Kent. The role of Chief of Staff to the Police & Crime Commissioner (PCC) is a brand new, ground breaking role that has not previously existed. As such this is an opportunity to support the first ever elected PCC for Kent and make a real difference to the community of Kent in supporting the delivery of a police service that reflects the needs of the community.

#### Personal Qualities

This post will provide the mainstay of direct support to the Kent PCC. This is the first role of its kind and as such the post holder will have the flexibility and freedom to create the framework of support needed by the PCC who has stated that her aim is to be the most visible, accessible and transparent Commissioner in the country.

The ideal candidate will be a graduate calibre professional with high levels of honesty and integrity combined with senior level experience and a track record of successful delivery of business aims and objectives in any sector. The ability to rapidly familiarise, assimilate and understand information about the police service, Kent Police and national and local issues that affect the policing of the county is more important than previous experience gained by working in the police or criminal justice sectors.

You will be a proactive, innovative, creative, confident, self-motivated, self-starting problem solver who needs general direction rather than close management. You will be able to understand, plan, organise and implement activities on a short, medium and long term basis at both strategic and local levels, delivering a wide range of support issues that will enable the PCC to deliver her stated campaign promises. This role is not a single focussed senior administrative role, this is a high profile, potentially frequently pressurised, busy and varied role – you will never be bored!

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

The Kent PCC was elected on a platform of challenging the “status quo” and delivering tangible improvements in policing and relevant parts of the criminal justice sector that fall within her remit. In order to support the PCC it is essential that you must be willing to do the same, by thinking creatively and developing new ways of structuring the framework needed to support the achievement of these aims.

You will be able to provide clear, objective, authoritative and impartial advice based on analysis and interpretation of complex information and situations. As an effective horizon scanner, you should be able to anticipate the needs of the PCC and present information before it is requested. Alongside this you will have developed a structure to provide regular, relevant management information that informs and updates the PCC on progress without creating burdensome bureaucracy.

As a problem solver you will be expected to identify an issue, highlight the risks and benefits, produce clear, concise and informative options and give a firm recommendation on a course of action to enable the PCC to promptly resolve the situation in the most appropriate manner.

This role bears no relation to the previous Police Authority structure or ways of working. This role is radically different as it requires continuous high profile engagement and public interaction in an extensive and meaningful way. To do this you must be committed, enthusiastic and passionate about delivering high quality policing services for the people of Kent.

## Key Working Relationships

- The Police & Crime Commissioner
- The Youth Commissioner
- The Chief Finance Officer
- All staff employed by the Police & Crime Commissioner
- The Police Force, in particular the Chief Constable and senior officers
- The Police and Crime Panel
- Senior partners and stakeholders in the wider criminal justice system in Kent
- Relevant government institutions, associations and public sector strategic partners

## Key Responsibilities

The list below is provided to give an indication of the areas of responsibility that it is anticipated that you will be engaged with. As this role is the first of its kind these areas are likely to change as the role as the PCC develops.

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



## APPENDIX C – LONG LISTING AND SHORT LISTING CRITERIA

Chief of Staff Long Listing

Essential quality	No evidence (0)	Some evidence (1)	Fully evidenced (2)
- Graduate/graduate calibre			
- Senior-level experience			
- Evidence of track record of successfully delivering business aims and objectives			
- Experience of performance management			
- Budget management experience			
- Appreciation of the nature of the new, ground-breaking, elected PCC's role in a high profile environment			

Chief of Staff Short Listing

Criteria / Qualities / Competences	4 Exceptional Evidence	3 Strong Evidence	2 Acceptable Evidence	1 Evidence Not Provided
Experience of being proactive, innovative and creative				
Ability to plan, organise and implement activities				
Senior Leadership skills – inspirational leadership attributes				
Evidence of ability to anticipate the needs of the PCC				
Experience of managing performance				
Budget management skills				
Business Planning experience				

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From: Ann Barnes, Kent Police and Crime Commissioner  
To: Kent and Medway Police and Crime Panel  
Subject: Report to the Police and Crime Panel

**Summary:**

This paper provides an update on items C2 to C5 on the Panel agenda. The Commissioner will also provide an oral update in relation to these items at the meeting.

**Item C2 – Progress on recruitment and deployment of officers and PCSOs**

1. I speak to the residents of Kent on a continual basis, and I am told time and time again that visible community policing is this county's number one priority. As you know, within my Police and Crime Plan, I therefore pledged to put community policing at the heart of Kent's Policing Model. I also took the difficult decision, based on extensive public consultation, to raise the policing precept to fund 100 additional uniformed officers; 60 PCSOs, 20 police officers and 20 custody officers.
2. I am pleased to announce that the recruitment of the PCSOs and officers is now well underway, and first of these newly trained officers will be in our local communities from July.
3. **Police Officers**  
An intake of 20 new recruits joined the Force on Monday 29<sup>th</sup> April 2013 and are progressing through their initial training. A further intake of at least 20 is planned for July 2013 and the remaining candidates on hold from the July 2012 assessment process are being progressed to this intake.
4. **Police Community Support Officers**  
The Recruitment for 60 Police Community Support Officers opened on 19<sup>th</sup> February 2013 externally and a total of 624 applications were received. 20 Police Community Support Officers commenced training on Monday 13<sup>th</sup> May 2013; a further 22 are cleared to commence training on 10<sup>th</sup> June 2013, and the remainder will join the 1<sup>st</sup> July intake.
5. **Detention Officers**  
31 individuals were successful for assessment in March/April 2013. A Detention Officers training course commenced on Monday 29<sup>th</sup> April 2013, with 12 attendees. A further course is planned for Monday 28<sup>th</sup> May with 12 new joiners due to commence. All other successful Detention Officer candidates who attended the March 2013 Assessment will be progressed to joining as further vacancies occur.
6. I recognise that members of the public are often unclear as to what powers and duties PCSOs possess in Kent. This can often mean that their role is misunderstood. I have therefore commissioned a video that will explain to the public the vital role that these uniformed officers play as part of the wider policing family. This will include an interview with PCSOs and the Chief Constable, and will be available for view on my website by the end of June
7. I have also recently announced my support for a new recruitment drive for Special Constables. These unpaid officers, who have the same powers and duties as regular constables, are hugely valuable to the Force, and give a significant number of voluntary hours of work each year to the Force. To recognise their contribution I have decided to pay the policing element of council tax for those Special Constables who have given over two years' service.

**Item C3 – Community Safety Landscape Update**

8. I am firmly committed to engaging with my Community Safety Partners, and whilst I am no longer a statutory partner on Community Safety Partnerships I continue to ensure that I have regard to their priorities. I am currently in the process of visiting every Community Safety Partnership across the county, and have a programme of dates running well into next year. I will also continue to engage with the County Community Safety Partnership, where I am represented on the board.
9. At an officer level, a member of my office is also represented at the Community Safety Managers Meeting, to ensure that there is a two-way dialogue between Community Safety Partners and my office.

**Item C5 – Report on SARC Summit**

10. I believe it to be totally unacceptable that we do not have a fully-functional 24/7 Sexual Assault Referral Centre in this county. The current SARC, which is located at Darent Valley Hospital, does not even meet the minimum national standards for sexual assault services. I therefore made a pledge within my Police and Crime Plan that I will use all my influence to enhance the current provision in our area.
11. The delivery of such a facility is a partnership issue, and my office and the force are only part of the solution. That is why I called for a SARC summit with key stakeholders to identify both the issues with the current provision and the potential solutions.
12. On Wednesday 17th April, my Acting Chief Executive chaired a SARC Fact Finding meeting that was well attended by those stakeholders involved in the provision and commissioning of a SARC service. This included representatives from Public Health, CPS, NHS Commissioning Board, Kent Police and Family Matters who are commissioned to provide rape crisis workers and Independent Sexual Violence Advisers (ISVAs). This meeting was extremely positive, and I am reassured that partners are willing to work together to resolve short term funding issues as well as to ensure the sustainability of future provision.
13. As a result of this meeting, short term funding was identified to sustain the current service, provision for dignity material and clothing at the SARC was made, and the stakeholders agreed to co-fund a new SARC Manager post. A work stream to review the clinical governance and provision of Force Medical Examiners (FMEs) was also established. Stakeholders have been extremely positive about the progress being made, and it was agreed that my office will continue to host a SARC Stakeholder Group until such a time as the SARC provision in Kent has been enhanced and is on a stable footing. It was agreed that the Kent and Medway Sexual Assault Strategy Group would be assimilated into this new group.
14. Unfortunately, since the last meeting of the SARC Stakeholder Group, the Dartford and Gravesham NHS Trust has announced their intention to withdraw the SARC facility at Darent Valley Hospital due to the relocation of the GUM Clinic to Gravesend Hospital. I am now working with Kent Police and, most critically, our partners in the NHS to identify an alternative site for the SARC that will provide a longer-term solution.
15. I am determined to provide encouragement and leadership for all our relevant partners to deliver a sustainable and modern SARC service in Kent.

## **INTERIM Communications and Engagement Strategy**

### **Kent Police and Crime Commissioner**

Through proactive two-way communications this strategy aims to engage and empower local communities, allowing the Commissioner to communicate the delivery of her manifesto promises. This strategy is intended to provide a consistent approach and to ensure that the Office of the Police and Crime Commissioner is a listening organisation responding to the priorities and needs of local communities.

#### **Communication Strategy Aims**

- **OBJECTIVE:** Ensure clear two-way communications with local communities
- **AUDIENCES:** Audience led campaigns using proactive communications with all approaches beginning and ending with the public
- **IMPLEMENTATION:** Use of tailored key messages delivered through a range of channels to suit diverse audiences
- To illustrate to the electorate the Commissioner's accountability functions as set out in the Act
- To ensure that the general public, partners and key stakeholders in Kent are reassured and informed
- To ensure clear communications with officers and staff at Kent Police and key stakeholder groups
- **MEASUREMENT:** Monitor and track outcomes for evaluation

#### **Communication Strategy Principles**

- Help the Commissioner to understand community needs
- Generate feedback to inform decisions
- Generate public understanding
- Capture priorities for the Police and Crime Plan by interacting with the widest possible cross section of the public
- Assist in evidencing commissioning services decisions
- Better understand public views and perceptions of the police/policing in their area as part of police governance

#### **Key Messages**

These messages will evolve and will be amended according to the relevant subject matter.

- To explain and educate the audience on the role of the Commissioner
- To give the role of Commissioner a 'human' face
- To support and communicate manifesto pledges

#### **Tactics**

##### **Internal Communications**

The primary aim is to ensure that internally we have a well informed workforce who understands any changes ahead and what it means for them. Staff/officers will have to prepare for new ways of working especially in light of stage 2 transfer. There could also be further budget cuts ahead with the second Comprehensive Spending Review. The workforce will have to continue to work through a period of change and uncertainty. To attract and retain the best staff/officers messages around change need to be

communicated clearly and allow for two-way communications. Messages from the Commissioner using internal communications will ensure employees/officers are:

- Informed, involved and valued
- Have the chance to discuss issues and feedback their views and questions thereby promoting a sense of inclusion
- Be provided with open, honest, timely and relevant information which is accessible to all
- Be confident that the organisation is listening as well as talking
- Show strong leadership from the Commissioner in the evolution of the police service

<b>Tools</b>
Designated area on the Force Intranet site relating to the Commissioner.
To develop communication processes with all staff associations to ensure that rumours, questions and concerns are captured and responded to where possible.
Regular communication activity to staff using force internal communication tools: <ul style="list-style-type: none"> <li>• Relay magazine</li> <li>• Spotlights on the Force Intranet</li> <li>• PC Screen savers</li> <li>• Phone screens</li> <li>• Email bulletins</li> <li>• Monthly Update</li> <li>• Pay slip inserts</li> <li>• Notice boards</li> <li>• Road shows</li> <li>• Where appropriate produce videos/audio with tailored messages to officers/staff</li> </ul>

### Digital Communications

Digital communications will support external communications key messages. The Commissioner's website is an effective way to communicate with the public. Content will be kept fresh and engaging. There are a number of ways the public can 'get involved' with the Commissioner. There are plans to refresh the website in July making it more interactive with the aim to create:

- A blog focused website
- Increase two-way interactions through a more dynamic focus of news, events, opinions, comments and asks
- Increase the number of web visitors
- Gather opinions and feedback through polls and surveys

All of this will be supported through online videos, audio, and the ability to easily contact the Commissioner.

Social media will not be used as a platform in its own right. It is, however, becoming an increasingly important channel and will be used alongside other communications channels. Social media requires an immediate / real time response. It will play an important role in announcing quickly key decisions made by the Commissioner. It will be used to:

- Create a debate around key issues
- Respond to public concerns

- Target hard to reach user groups e.g. young people
- Announce major media launches
- Announce key Commissioner decisions
- Issue regular daily chats and where appropriate engage in stakeholder conversations
- Target lead bloggers and online commentators

#### **Public Engagement:**

Through targeted messages the Commissioner will be a figure who is taking action on behalf of the people of Kent. The Commissioner has created a number of opportunities for the public to meet her face-to-face using the following mechanisms outlined below. Please refer to appendix A for a summary list of interactions.

<b>Tools</b>
Monthly e-zines to an audience of 3,500 that's growing strongly
Audience building
Push proactive press releases
Key Commissioner publications e.g. Council Tax Leaflet, Police and Crime Plan, Annual Report
Meet the Commissioner Events
Community Outreach Bus Tours
Surgery sessions
Parish Council Meetings
Speeches at key events
Adhoc evening functions

#### **Consultation:**

Consultation is about the mutual exchange of ideas, information and feedback between organisations, partners and the public. The Commissioner is committed to offering as many opportunities as possible to communities to drive service delivery and to encourage feedback. The Commissioner has a statutory responsibility to consult and a democratic obligation to consult with the electorate following the reforms. There will be a strong expectation amongst the public for a greater say in policing following the introduction of Police and Crime Commissioners.

The Commissioner will seek to promote a listening culture and to inform and educate by:

1. Improving the service that the public/victims receive from Kent Police
2. Identify and respond to policing priorities
3. Increase satisfaction levels of both victims, communities and residents more widely
4. Implement changes on the basis of findings
5. Strengthen partnership working
6. Demonstrate the accountability of the Commissioner to the public
7. Reduce inequality and reach diverse, hard to reach groups
8. Provide a community led approach to improving policing

Please refer to appendix A for a summary list of interactions.

**Stakeholder Communications:**

By identifying key stakeholders and audiences the Commissioner can effectively target and inform the following:

External Partners	<ul style="list-style-type: none"> <li>Police and Crime Panels</li> <li>Community Safety Partnerships</li> <li>Key Service Commissioning Partners</li> <li>Crown Prosecution Service</li> <li>Local/District Authorities</li> <li>KCC</li> <li>Medway Council</li> <li>Parish Councils</li> <li>Community leaders and groups</li> <li>KCJB</li> <li>Probation</li> <li>Kent Fire and Rescue Service</li> <li>Rural organisations</li> <li>Businesses</li> <li>Youth services</li> <li>Victims</li> <li>Witnesses</li> <li>APCC</li> <li>LGA</li> <li>Commissioner's nationally</li> <li>Strategic Independent Advisory Group</li> </ul>
Legislators	Home Office
Elected members	<ul style="list-style-type: none"> <li>County/District councillors</li> <li>Parish Councils</li> <li>MPs</li> <li>MEPs</li> </ul>
Staff	See internal communications
Staff Associations	See internal communications

It is an agreed that communications materials will be shared with the appropriate partners to ensure the delivery of joint messages when needed.

Regular meetings and other forums established by the PCC will take place between key partner agencies to ensure that information is developed and shared consistently.

**Evaluation:**

This strategy is only for an interim period and will evolve over time. It will be reviewed once the Chief of Staff is in place to ensure clearer clarity and future direction.

## Appendix A- Summary List of Interactions

### November

Date	Meeting	Location (if necessary)	Grouping
26/11/12	Ian Pointon – Federation	Internal	Unison

### December

Date	Meeting	Location (if necessary)	Grouping
05/12/12	Peter Saville- Unison	Internal	Federation
06/12/12	Community Safety Conference	Maidstone	Partner Agency
07/12/12	BBC Phone interview with Bob Dale	At home	Media
07/12/12	Outreach tour	Folkestone, Ashford and Tenterden	Public engagement Elderly
11/12/12	Radio Kent interview		Media
13/12/12	Outreach Tour	Deal and Sandwich	2 x Partner Agency (Mayor of Dover and Mayor of Ashford) Public Engagement Hate Crime
14/12/12	Swanscombe Radio interview		Media
14/12/12	Kent on Sunday		Media
17/12/12	Barry Coppock – SIAG	Internal	Ethnic Minority, Disabled, Elderly, Mental health (Diversity)
18/12/12	ROC (Redeeming our communities)		Charity – Partner Homeless, elderly
19/12/12	Probation – Sarah Billiald		Partner agency
20/12/12	Outreach tour	Canterbury	Public engagement
21/12/12	Radio Kent	Tunbridge Wells	Media

### January

Date	Meeting	Location (if necessary)	Grouping
06/01/13	Say no to crime, no to vandalism – Children’s Competition presentation day	Tunbridge Wells	Youth
08/01/13	Ian Pointon – Federation	Internal	Federation
08/01/13	Michael Bax re CRAG		Rural Crime
09/01/13	Outreach Tour	Thanet	Public engagement

10/01/13	Inspire magazine		Media
15/01/13	Rural Crime meeting		Rural Crime
15/01/13	Mike Hill		Partner Agency
17/01/13	Outreach Tour Parish Council meeting and Police Forum		Public engagement Partner Agency
18/01/13	Gordon Henderson	MP	Partner Agency
18/01/13	Justice for Clare Memorial	Greenhithe	Victim (Murder) Charity
22/01/13	Radio Kent Interview		Media
22/01/13	University Students – Q&A	UKC	Youth
24/01/13	Kent Peoples Trust	FHQ	Charity
24/01/13	Vinters Park Maidstone Studio		Media
25/01/13	Kent Media Awards	Shepherds Neame – Faversham	Partner Agency
29/01/13	Mike Hill and Mike O'Brien		Partner Agency
30/01/13	Radio Kent Interview		Media
	BBC SE Raido		Media
	Human Trafficking meeting and Ashford Victim Support		Partner Agency
	Radio 5		Media
31/01/13	Outreach Tour District Council meetings		Partner Agency

## February

Date	Meeting	Location (if necessary)	Grouping
06/02/13	Kent and Medway Safeguarding		Partner Agency
	Victim Support – Divisional Manager		Partner Agency
	Probation – Sarah Billiald		Partner Agency
07/02/13	Kent Domestic Abuse Consortium Meeting	Chaucer School, Canterbury	Domestic Abuse
08/02/13	Outreach tour Met with Mid Kent College Students, Met CLr Pearce	Medway	Youth Public engagement Partner agency
09/02/13	Memorial Service for Paul McKeever	London	Federation
12/02/13	Medway action for families		Partner agency/Victim
	Stuart Drummond	Mayor of Hartlepool	Partner agency
13/02/13	Kent People's Trust		Charity



	Kent on Sunday Editors	Ashford	Media
15/02/13	Outreach tour Parish Council meeting Walk about	Parkfarm, Ashford, Cranbrook, Hawkhurst	Partner Agency Public engagement
19/02/13	COMPLAINT re Live Animal exports	Re Ramsgate	Operational
	KALC		Partner Agency
	Unison AGM		Unison
20/02/13	Phone App Launch		Youth
	Meet your Commissioner event		Partner Agency Open public engagement
21/02/13	Roger Wrapson	Sittingbourne Radio	Media
	CSP Visit	Swale	Partner Agency
22/02/13	Children and Young people magazine		Media
	BBC interview	Tunbridge Wells	Media
26/02/13	RSPCA		Partner Agency
	Harry Goroya – RETAIL CRIME		Retail
	RSA – Royal Society for the Arts		Charity
28/02/13	PCC Surgery	Ashford	Public engagement

### March

01/03/13	Outreach Tour Parish Council meetings, interview with youth and interview with Faversham times	Faversham, Sittingbourne and Newington	Partner Agency Youth Media
04/03/13	Damien Green – Policing Minister		Partner Agency
05/03/13	Rehman Chisti – MP	London	Partner Agency
	Laura Sandys re Live Animal Exports	London	Partner Agency
	Combined MPs meeting	London	Partner Agency
06/03/13	Cllr Sweetland, John Burr and Paul Crick – 20mph Speed limits, safety of roadworks, street lighting initiative	KCC area	Partner Agency
	KMFM re ICV Scheme		Media
	Jason Martin	Consortium lead for Safer Kent Partnership	Partner Agency

08/03/13	Outreach tour Police surgery attended,	Aylesham and Hawkinge	Partner Agency Public engagement
	Sevenoaks District Branch of KALC	Sevenoaks	Partner Agency
09/03/13	District conference Canterbury and District NHW	Canterbury	Partner Agency
15/03/13	Women's only event – Sadi Awaaz Suno	Gravesend	Diversity/Ethnic Hate crime and Domestic Abuse
18/03/13	Cllr Ron Flowerty		Partner Agency
19/03/13	Kent Community Safety Partnership		Partner Agency
	Kent Equality Cohesion Council – Gurvinder Sandher		Diversity
	Medway Rural Liaison Committee	Medway Council	Rural
22/03/13	Kent Prayer Breakfast	Aylesford Priory	Diversity
26/03/13	Talk to UKC Law Students	UKC	Youth
	IPCC Handover meeting		Partner Agency
	Mediation Clinic	Canterbury but held in office	Partner Agency
27/03/13	COMPLAINT – Fergal Parkinson – Bonfire and Torchlight procession	Sevenoaks	Public engagement
	Purple Flag press photo with Maidstone Mayor	Maidstone	Media
	Kent Community Safety awards	Ashford	Partner agency

#### April

02/04/13	Mike Hill		Partner Agency
04/04/13	Victim Support – Javed Khan	London	Partner Agency
05/04/13	BBC Breakfast Show	Manchester	Media
08/04/13	Business Association meeting	Cranbrook	Retail/Business
10/10/13	PCC Surgery	Chatham	Public Engagement
12/04/13	Outreach Tour	Gravesend and Dartford	Public engagement
16/04/13	Eurotunnel		Partner Agency
23/04/13	PCC meeting with Damien Green	London	Partner Agency

24/04/13	Meet your Commissioner event	Faversham	Partner agency Open Public engagement
26/04/13	Outreach Tour	Maidstone and Wateringbury Kenward Trust	Youth x 2 Charity Public engagement Alcohol and
29/04/13	Parish Council meeting	Norton Buckland and Stone	Partner agency

### May

07/05/13	Parish Council Meeting	Westbere	Partner Agency
09/05/13	Asda Visit	Ashford	
10/05/13	Outreach Tour	Herne Bay and Whitstable	Charity Public engagement Youth Elderly
13/05/13	Parish Council meeting	Chestfield	Partner Agency
	Murder case meeting with MOP		Public engagement/victim
15/05/13	International day against Homophobia, Biphobia and Transphobia	UKC Campus	Youth/Diversity/Hate Crime
20/05/13	Living in Fear – Victim Support		Partner agency/Disability
21/05/13	District Womens Institute	Eden Valley	Partner agency
22/05/13	Barry Coppock – COMPLAINT – SIAG		Public engagement/Diversity
	Medway Public Health and DAAT		Partner Agency
24/05/13	Outreach Tour	Swanley	Public engagement

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**Panel programme of future reports from the Commissioner as at 4 June 2013****8 October 2013**

Broad thinking on grants and commissioning for 2014/15	Requested by Panel April 2013
Support for victims of domestic violence	Requested by Panel April 2013
Annual report 2012/13 and accounts 2012/13	Statutory requirement
Report on Commissioner's non-policing responsibilities	To be requested by Chairman at the Panel meeting

**5 November 2013**

Main priorities for 2014/15 - Commissioner's initial thoughts	Requested by Panel April 2013
Initial thinking on budget for 2014/15	Requested by Panel April 2013
Performance data (including crime statistics)	Requested by Panel April 2013
<b>Provisional</b> Chief Finance Officer confirmation hearing	If required

**1<sup>st</sup> meeting in 2014**

Draft Police and Crime plan 2014/15	Statutory requirement
Precept proposal 2014/15	Statutory requirement
Effectiveness of mobile police stations	Requested by Panel April 2013

**2<sup>nd</sup> meeting in 2014**

Effectiveness of Youth Commissioner	Requested by Panel April 2013
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**Date not yet determined**

Report on statistics to identify the extent to which alcohol and/or drugs are influencing crime statistics	Requested by Panel in February 2013
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