

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

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, 14th June, 2016, at 2.00 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/Joel Cook on 03000 416478/416892

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 Trevor Shonk	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Mr Roger Latchford	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Election of Chairman
- 3 Election of Vice-Chairman
- 4 Apologies and Substitutes
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Police and Crime Panel held on 12 April 2016 (Pages 5 - 8)
- 7 Appointment of Independent Co-opted Members (Pages 9 - 12)
- 8 Confirmation Hearing - Commissioner's Chief of Staff (Pages 13 - 18)
- 9 Introduction to the Commissioner (verbal report)

B - Commissioner's Decisions

- B1 Mobile Policing Decision (Pages 19 - 22)
- B2 Schemes of Consent Decision (Pages 23 - 24)
- B3 H&S Policy Statement Decision (Pages 25 - 26)
- B4 Chief Finance Officer recruitment Decision (Pages 27 - 28)
- B5 Firearms Licensing additional funding Decision (Pages 29 - 30)

C - Panel Matters

- C1 Future work programme (Pages 31 - 32)

D - For Information

- D1 Minutes of the Commissioner's Governance Board meeting held on 5th April 2016 (Pages 33 - 40)

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, 6 June 2016

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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, 12 April 2016.

PRESENT: Mr P M Hill, OBE (Chairman), Mr A H T Bowles, Cllr P Clokie, Cllr J Cubitt, Cllr M Dearden, Cllr M Franklin, Cllr P Fleming, Cllr B Luker, Cllr K Morris, Cllr Sloan, Mr T L Shonk, Cllr P Todd, Cllr R Wells (Substitute) (Substitute for Cllr C Shippam), Mr R A Latchford, OBE, Cllr H Tejan, Dr M R Eddy and Cllr J Burden

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

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

UNRESTRICTED ITEMS

165. Minutes of the Police and Crime Panel held on 2 February 2016

(Item 4)

RESOLVED that the minutes of the meeting held on 2 February 2016 were an accurate record and that they be signed by the Chairman.

166. 2015/16 Kent Police and Crime Commissioner's - Annual Report

(Item B2)

- (1) The Commissioner introduced her Annual Report for 2015/16. She explained that there was a statutory duty on Commissioners to provide an Annual Report and that it documented progress made between 1 April 2015 and 31 March 2016 in meeting the objectives within the Police and Crime Plan. The Commissioner offered her thanks to her officers, in particular to her Head of Policy Co-ordination and Research for their help in producing the document.
- (2) The Commissioner set out the key highlights of the report, including the amazing work of the Special Constabulary. Special Constables in Kent had provided over 100,000 hours of policing during the year. There had been significant investment in training for Special Constables and they provided an extremely valuable service to the residents of Kent.
- (3) In terms of putting victims and witnesses at the heart of policing, highlights had included the opening of Compass House in Ashford, the centre for care and advice for victims and witnesses of crime in Kent; and Beech House, Kent's Sexual Assault Referral Centre through which 500 victims had received help and support.
- (4) The Commissioner also referred Members to the annual HMIC PEEL Assessment. Based on this annual assessment, HMIC had judged Kent Police to

be one of the top performing forces in the country. The Commissioner offered her thanks to her Chief Finance Officer for his contribution to the positive assessment of financial management. In response to a question about future work on reducing Domestic Abuse (DA) and Child Sexual Exploitation (CSE) the Commissioner explained that in relation to CSE she had given £200,000 funding each year for three years to support a multi-agency team including Kent County Council, Medway Council, Education and Health. In relation to DA, areas for improvement identified within HMIC's vulnerability assessment had now been delivered. There had also been an increase in first time reporting of DA incidents which the Commissioner said was positive as it demonstrated that victims had confidence in reporting to the police and receiving the help they required.

- (5) In response to a question the Commissioner confirmed that her biggest regret of 2015 was the refusal of the Home Office to reimburse the money spent on Operation Stack. However the Commissioner also confirmed that Home Office officials had undertaken to work with the Office of the Commissioner to look at potential alternative funding streams to cover future Operation Stack costs.
- (6) A Member referred to the threat from terrorism and the increase in firearms capability in Kent. The Commissioner confirmed that following the increase in council tax precept for 2016/17 the additional funding raised would pay for 24 of the 37 additional firearms officers the Chief Constable needed. The Commissioner explained that recruiting firearms officers was not easy and Members offered alternative routes to follow such as the Civic Nuclear Constabulary at Dungeness and Ministry of Defence police at the Defence Science and Technology Laboratory as areas where officers may be drawn from. The Commissioner confirmed that through mutual aid firearms officers would be shared in the event of an emergency but that the Chief Constable considered it necessary to have firearms officers available in Kent for a quick response.
- (7) The Commissioner also confirmed that the Chief Constable was exploring a range of options including approaching the army to identify those leaving who may wish to join the Force as firearms officers.
- (8) One Member queried why the increase in violent crime was not mentioned within the Annual Report and the Commissioner confirmed that there had been a small increase in low level violent crime, and pointed out that many incidents classified as violent crime involved no injury.

POST MEETING NOTE: the increase in violent crime was referred to within the Annual Report at page 50 of the Agenda reports pack.

RESOLVED that the Kent and Medway Police and Crime Panel note the 2015/16 Kent Police and Crime Commissioner's Annual Report and that the Chairman be authorised to approve the Panel's report on the Annual Report.

167. Review of Police & Crime Commissioner's Term of Office (Item B1)

- 1) The Commissioner explained that the review of her term of office was to complement the statutory Annual Report.

- 2) A Member asked whether the Commissioner believed the role had benefitted Kent or whether the previous Police Authority model was more beneficial. The Commissioner explained that she would not criticise the work of Kent Police Authority. However it was very bureaucratic and the Office of the Kent Police and Crime Commissioner allows one person to react quicker. She considered that there were pros and cons to both systems.
- 3) A Member asked about the challenges of the next four years. The Commissioner explained that these were contained within the Police and Crime Plan which would stand until the new Commissioner decided to change it. The biggest challenge was to 'square the circle' between visible local policing and new and emerging crime threats.
- 4) In response to a question about the proposal to give responsibility for the Fire Service to Police and Crime Commissioners, the Commissioner explained that the Police and the Fire Service in Kent already work well together, but there were further opportunities to share property and work smarter together.

RESOLVED that the Kent and Medway Police and Crime Panel note the Commissioner's Review of her Term of Office.

168. Published Data on Alleged Assaults by Police Officers - Verbal Update
(Item B3)

- 1) This item was requested by Dr Eddy, a Member of the Kent Police and Crime Panel following a question from the BBC on published data on alleged assaults by police officers.
- 2) The Commissioner explained that between 2011 and November 2015 there had been:
 - a. 557 assault allegations made against Kent police officers
 - b. 16 allegations upheld
 - c. None resulted in a dismissal
- 3) The Commissioner considered that Kent Police dealt with complaints robustly and fairly with investigations free from bias. The Office of the Kent Police and Crime Commissioner received regular management reports and dip sampled and monitored case files. Any areas of concern were discussed on a quarterly basis and issues were also raised at the Governance Board.
- 4) The Commissioner also stated that the investment in Body Worn Cameras was likely to reduce complaints against police officers. The Commissioner's Chief of Staff confirmed that half the cameras had been rolled out, with the full roll-out due to be completed within the next couple of months.
- 5) The Commissioner explained that the Government was reforming the way in which police complaints were handled with greater involvement by Police and Crime Commissioners. The Commissioner said it would be for her successor to decide the extent of this involvement.

RESOLVED that the Kent and Medway Police and Crime Panel note the Commissioner's verbal update relating to alleged assaults by police officers.

169. Commissioner's Key decisions: January to March 2016

(Item C1)

RESOLVED that the Kent and Medway Police and Crime Panel note the Commissioner's Key Decisions: January to March 2016.

170. 2015/16 Complaints against the Police and Crime Commissioner - Annual Report

(Item D1)

- 1) The Police and Crime Panel Policy Officer (KCC) explained that there had been no complaints upheld throughout the Commissioner's term of office.

RESOLVED that the Kent and Medway Police and Crime Panel note the 2015/16 Annual Report on complaints against the Police and Crime Commissioner.

171. Future work programme

(Item D2)

RESOLVED that the Kent and Medway Police and Crime Panel note that the future work programme of the Panel will be compiled once the new Commissioner has taken up office following the election in May 2016.

172. Minutes of the Commissioner's Governance Board meeting held on 3 February 2016

(Item E1)

RESOLVED that the Kent and Medway Police and Crime Panel note the minutes of the Commissioner's Governance Board meeting held on 3 February 2016.

173. Conclusion of meeting

(Item)

- 1) At the conclusion of the meeting, the Chairman paid tribute to Mrs Barnes' involvement in policing in Kent both as Police and Crime Commissioner and as Chair of the former Police Authority. On behalf of the Panel, the Chairman thanked Mrs Barnes for the huge amount of hard work put in for the people of Kent and offered his very best wishes for the future.

By: Peter Sass: Head of Democratic Services, Kent County Council
Mike Overbeke: Head of Public Protection, Kent County Council

To: Kent and Medway Police and Crime Panel – 12 April 2016

Subject: Appointment of Independent Members

1. Background

- 1.1 Police and Crime Panels are required by Section 4 of Schedule 6 of the Police Reform and Social Responsibility Act 2011 to have two independent members. The Act makes no specific provision for how Panels select Independent members.
- 1.2 In Kent the Shadow Panel decided in October 2012 that it would advertise, interview and appoint 2 independent members for a 4 year term, which ends in November 2016. The Panel appointed Mr Dan Macdonald and Mr Gurvinder Sandher. Mr MacDonald left the Panel in May 2015 when he became an elected Councillor and, therefore, ineligible to be an independent member. On the Chairman's recommendation, the Panel decided in October 2015 to appoint Mrs Elaine Bolton to replace Mr MacDonald for the remainder of the original 4 year term.
- 1.3 At the time of the original appointment the Shadow Panel documented a procedure for independent appointments in its terms of reference, involving application packs and interviews. However, there is no obligation on the Panel to follow the same process on each occasion and the terms of reference themselves make clear that the procedures may be amended by the Panel.

2. Options for appointments in 2016

- 2.1 It is proposed that the Panel amend the terms of reference to make clear the options in terms of process for appointing independent members. A proposed revision of the Terms of Reference is attached as Appendix 1. The primary changes relate to the formal recognition of the Panel's authority to choose whether to directly appoint individuals or to recruit through an advertised interview process. Additionally, where an independent member has served for 2 terms, it is proposed that the Panel should not re-appoint that individual without an interview process which allows for alternative candidates. The Panel would still be able to directly appoint a replacement should that be deemed desirable.
- 2.2 Since their appointment the 2 independent members have developed a thorough understanding of the Panel and its work as well as continuing to provide the additional community insights and understanding for which they were appointed. The stability and continuity offered through re-appointment would be a positive balance to the potential changes that may be anticipated among the elected representatives due to elections or role changes.
- 2.3 Mrs Bolton and Mr Sandher have been asked if they would be willing to continue as independent members of the Panel. Both have said they would be willing to continue

but would be happy to re-apply and be considered alongside other candidates if that is the Panel's preference.

- 2.4 It is recommended that the Panel decides whether to advertise for independent members (and if so to appoint a sub-Committee to consider applications and to recommend appointments) or whether to appoint Mr Sandher and Mrs Bolton without advertisement from November 2016.
- 2.5 It is normal for independent members to be appointed for a 4 year term as this provides stability and continuity. Mr Sandher and Mrs Bolton have suggested that they could be appointed for 2 years if the Panel would prefer to advertise and select at an earlier stage. It is recommended that, if the Panel decide to re-appoint they also decide on the length of the term.

3. Recommendations

- 3.1 That the Panel consider and agree the proposed revision to its Terms of Reference (Appendix 1) in relation to the appointment of independent members.
- 3.2 That the Panel decides whether to re-appoint Mr Sandher and Mrs Bolton as independent members of the Panel in November 2016 or whether to advertise the roles.
- 3.3 That, if the Panel agree to re-appoint Mr Sandher and Mrs Bolton, the Panel decide whether to appoint them for a further full 4 year term or for 2 years.
- 3.4 That, if the Panel decide to advertise for independent members, the Panel appoint a sub-committee to consider applications and to recommend appointments.

Contact: Anna Taylor/Joel Cook Tel: 03000 416478/416892
Mike Campbell Tel: 03000 413346

Item 7 – Appendix 1

Recommended amendments to the PCP Terms of Reference – section 4 (Appointment of Independent Members)

4. Independent Members *sch 6 para 4*

- 4.1 The Police and Crime Panel shall appoint two independent Members for a term of four years. Terms to begin in November to align with the first appointment and allow continuity during elections.
- 4.2 The Police and Crime Panel may decide whether to fill Independent Member vacancies through either an open application process or the direct appointment of an individual selected to address an identified gap in knowledge, experience or skills.
- 4.3 Direct appointments of individuals will be limited to two consecutive terms, after which either alternative replacements may be directly appointed or they may be selected via an application process.
- 4.4 The Panel will decide whether to target organisations and specific groups when seeking applications or to make a public advertisement.
- 4.5 Information packs should be prepared and sent to those requesting application forms.
- 4.6 The applications will be considered against eligibility criteria agreed by the Police and Crime Panel and an Appointments Sub Committee will be established to consider applications and interview candidates.
- 4.7 Following the interviews, the Appointments Sub Committee will make recommendations to the Police and Crime Panel about membership.
- 4.8 Appointment of Independent Members will be noted by the Panel via a Membership agenda item.
- 4.9 The Police and Crime Panel may decide to recommend a change to either Independent Member at any point and on doing so shall give notice to the Head of Democratic Services (KCC).

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Chief of Staff confirmation
Date: 14 June 2016

**Kent Police & Crime
 Commissioner**

"Your security is my priority"

Background:

1. Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint 'a person to be the head of the commissioner's staff' (Schedule 1, 6 (1)(a)). Whilst this position is referred to as the Commissioner's Chief Executive within the Act, there is no requirement for the post to be formally titled Chief Executive.
2. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act to hold a confirmation hearing for all senior appointments made by a Police and Crime Commissioner. Senior appointments are defined as the Commissioner's Chief Executive (Chief of Staff), Chief Finance Officer, and where relevant, Deputy Commissioner.
3. Under Schedule 1 (9) of the Act, the Commissioner must notify the Police and Crime Panel of any proposed appointment, and include the following information in the notification:
 - The name of the nominated candidate.
 - The criteria used to assess the suitability of the candidate.
 - Why the candidate satisfies those criteria.
 - The terms and conditions upon which the candidate is to be appointed.
4. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the 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.

Proposed appointment:

5. As members may recall, following a comprehensive, fair and merit based internal recruitment process (see Appendix A), the Chief of Staff – Mr Adrian Harper - was appointed by the previous Commissioner on a temporary basis until 30 September 2016. The appointment was endorsed by the Police and Crime Panel at their meeting on 2 June 2015.
6. At the time, the rationale for making a temporary appointment and only advertising internally was as follows:
 - the outcome of the general election - and therefore the future of Police and Crime Commissioners - was not known;
 - a desire, should there be another round of Police and Crime Commissioner elections, not to tie the hands of a possible new Commissioner; and
 - having an individual with extensive policing knowledge, able to 'hit the ground running' in what had the potential to be a time limited role.
7. However, the temporary nature of the appointment as well as the time required to undertake a comprehensive recruitment and selection process (should it be required), have necessitated an early decision from the new Commissioner.
8. The Commissioner is keen to make progress on the priorities within his Six Point Plan, and therefore, in coming to a decision has considered the following:
 - his own current limited knowledge of how Kent Police operates both internally and in conjunction with partners across the county;
 - Sean Nolan, the Chief Finance Officer and only other statutory post in the Office of the Commissioner is leaving on 14 August 2016 to join the Chartered Institute of Public Finance and Accountancy (CIPFA) in a national role advising on local government finance.

9. In light of this, and to maintain resilience and a level of consistency within the Office of the Commissioner whilst minimising risks associated with the Chief Finance Officer's departure, the Commissioner is proposing to extend Mr Adrian Harper's temporary appointment for a further two years, until the 30 September 2018.
10. Since taking up office on the 12 May 2016, the Commissioner considers that Mr Adrian Harper has consistently evidenced high levels of professionalism, excellent strategic and political awareness and sound decision making. It is also evident that Mr Harper has developed strong working relationships both within the Force and with partners, possesses an in-depth knowledge of current and planned collaborative opportunities and is highly respected by his peers. In addition, Mr Harper has excellent interpersonal skills and leads the Office of the Commissioner effectively, providing strategic oversight and clear direction/guidance.
11. The post will be offered to Mr Adrian Harper as a two year contract, with a salary of circa £92,000.
12. In addition to acting as Monitoring Officer to the Commissioner, Mr Adrian Harper will continue to:
 - Support and advise the Commissioner in relation to his statutory duties and responsibilities;
 - Enable effective delivery of the Commissioner's vision, strategy and priorities, as expressed in the Police and Crime Plan through:
 - strategy and resource planning;
 - partnership working, commissioning and service delivery;
 - engagement and information management, including obtaining the views of the public, media relations, conducting research and strategic needs assessments.
 - Facilitate appropriate scrutiny and evaluation of Kent Police activities;
 - Ensure effective strategic and operational leadership of the Office of the Commissioner as Head of Paid Service;
 - Set and maintain high standards of conduct in accordance with the Nolan principles.

Recommendation:

13. The Kent and Medway Police and Crime Panel is asked to support the extension of Mr Adrian Harper's appointment for a further two years, until the 30 September 2018.

Chief of Staff recruitment and appointment - overview

The post was advertised internally from Friday 17 April through to Friday 1 May 2015, with officers/staff asked to submit a response to Ian Drysdale MBA, Chartered FCIPD, Director of Kent and Essex Police Human Resources. The job description is attached at Annex 1 and the wording of the advert at Annex 2.

Three people applied, and all three were shortlisted. The three candidates were interviewed by a panel on 14 May 2015, comprising of the previous Commissioner, Mr Michael Bax, and Mr Nadeem Aziz, with Mr Latchford, from the Police and Crime Panel invited to observe to provide reassurance that proper processes were followed. The previous Commissioner was professionally advised at all stages by the Director of Kent and Essex Police Human Resources

All candidates were assessed against the Police Professional Framework at the Executive Level. The competencies tested were:

- Serving the public
- Leading strategic change
- Leading the workforce
- Managing performance
- Professionalism
- Decision making
- Working with others

Additionally, 'Political awareness' was also assessed. Each candidate was given an opportunity to evidence competence in the foregoing areas and was awarded a rating. The ratings were:

- 1) an area where improvement was needed;
- 2) an area of acceptable performance;
- 3) an area of some strength; and
- 4) an area of considerable strength.

The Panel unanimously supported the appointment of Mr Adrian Harper, on the following grounds:

- a) A clear and unquestionable ethical approach, evidenced by his work as the Force Crime and Incident Registrar, ensuring that all crime recording decisions were robust, especially in light of the HMIC Inspection.
- b) 32 years' experience as a police officer and member of police staff.
- c) Experience dealing with representatives at the highest level in Government, and HMIC.
- d) Working closely in partnerships to deliver policing success.
- e) Managing a staff of 900 and a budget of £46 million.
- f) Demonstrable commitment to the training and mentoring of staff and officers at all levels.
- g) A keen understanding of the independence needed, and the political awareness required, to manage the Office of the Police and Crime Commissioner.

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

Annex 1 – Job Description

Chief of Staff Job Description

Introduction

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

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

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

Personal Qualities

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

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

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

Key Responsibilities

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

Annex 2 – Wording of Job Advert

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

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

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

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

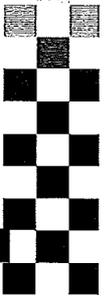
- Political awareness
- Leadership (leading the workforce)
- Leadership (Leading Strategic Change)
- Working with others
- Professionalism
- Public service
- Decision making

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

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

To apply for this position please contact Ian Drysdale on XXXXX XXXXXX (XX-XXXX).

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



Record of Decision

ORIGINATOR:	SEAN NOLAN CHIEF FINANCE OFFICER	REFERENCE:	OPCC.D.000.16
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TITLE	MOBILE POLICING
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<u>DECISION SUMMARY</u>	
<ol style="list-style-type: none"> 1. To approve the extended roll out across the Force of the current tablet pilot (this is referred to as Option 2 in the Business Case produced by PA Consulting). For Kent, the total one off capital and revenue investment cost over the three year period to end 2018/19 is £3.9m for Kent (see paragraph 2 below). Under current plans, this is funded in the approved capital programme. PA Consulting has shown a positive net present value for this investment. On the back of expected life of three years for the devices, a similar level of spend would be required over the three years from 2019/20 onwards but that would be a decision for that time in the light of the national roll out of the new ESN. 2. To agree to progress the purchase of approximately 2000 units for Kent at a price of £219 per unit; a discount of £140 per unit on the normal price. This discount saves Kent approximately £280,000 on the projected investment cost in the PA Business Case. Progressing this purchase guarantees the discounted units are available and thus the saving. The cost in paragraph 1 assumes the discount has been taken. 3. To note that PA Consulting estimate the net present value (i.e. positive return on the investment) is in excess of £5m over 10 years for Kent. After the first three years, the NPV is approximately £1m for Kent. (While a real benefit it is felt this will be evident more in non-cashable savings, though additional front line time per shift, rather than cashable savings). 4. To note the recommended option at 1 above stands alone but is also a logical step to a more significant opportunity, but at greater cost, involving wider system and software integration. This would need to be a decision for the next Commissioner at a future time. 	

<u>BACKGROUND</u>	
<ol style="list-style-type: none"> 5. Mobile policing is a key aspect of the shared vision of the PCC and CC to employ innovative working to help maximise the officer time on frontline policing and deliver efficiencies in the tight fiscal outlook facing all forces. Both Kent and Essex are committed to working collaboratively to deliver this aspect for both forces. 	



6. PA Consulting was engaged by both forces to ensure a sound business case for the proposition and their report is an essential backdrop to the decision. All options considered build on the successful pilot run by Kent and Essex over the last year.
7. PA Consulting identified 4 options:
 - Option 1 – Do the minimum. This is discounted as not contributing to the vision.
 - Option 2 – Extend pilot mobile policing capability to all frontline officers.
 - Option 3 – As 2 but with additional APPs development.
 - Option 4(a) – Frontline officers are issued with mobile devices with integration software that links to core systems but only when that integration software is procured and implemented
 - Option 4(b) – As Option 2 in the sense that the current pilot devices are rolled out to all frontline officers but with the firm expectation that the integration software solutions is rolled out to devices when available.

Summary Appraisal

8. All applicable options show positive net benefits but not surprisingly the greater the benefit, the greater the initial investment cost required. For both forces the focus has been on those options which see wide roll out in the coming year. This is because positive benefits can accrue from the outset rather than wait for the medium term. This office has supported that perspective and it effectively reduces the choice to Option 2 (roll out the pilot to all frontline staff) or to commit to Option 2 being a first step to achieve Option 4(b) and the addition of integration software.
9. The advice of the OPCC Chief of Staff and the OPCC Chief Finance Officer, is that Kent should sign up to Option 2 only but recognise that it is for a new PCC to determine if that should also evolve into Option 4(b) in due course. As well as not fettering that longer term choice, choosing Option 2 has the advantage of allowing a new PCC to consider the roll out in Kent of the new Emergency Service Network in the next few years before deciding on the next refresh and development in mobile from 2019/20.

Costs and Funding

10. This is a collaborative venture with Essex. The combined investment cost split equally between both Forces to end 2018/19 is £7.8m at the device cost of £219. The equivalent cost over the next three years of Option 4(b) would be £15.8m; nearly twice the cost of Option 2. PA Consulting calculates that the combined NPV of Option 2 over 10 years is £11m, largely as a result of saving 18 minutes per shift. It is recognised that this saving is unlikely to be easily cashable but rather improves the quality of service freeing up frontline officer time.
11. The equivalent NPV for Option 4(b) is £54m over 10 years. Substantially more possible savings (saving 59 minutes per shift) but at much greater cost.
12. Option 2 will not rule out or compromise the extension to 4(b) at some future time.
13. The supplier has offered the units at a cost of £219 if the order is placed before 31 May. This reduces the total cost by some £280,000 per Force. However, as this offer is made to all users nationally, there is no guarantee units at this discount would be actually available by that time. The professional advice from the responsible officers in the Force is that the risk of missing the discount (and thus savings) because the discounted units are sold to others is high. Consequently, we are advised to progress the purchase to guarantee the savings. Your Chief of Staff and Chief Finance Officer agree.
14. As mentioned this is a collaborative venture with Essex. The Essex PCC and his Chief Executive and Treasurer have also determined to support Option 2 and have decided to progress the purchase of units at the discounted price for the same reasons.

Risks

15. 1) In the sector, Mobile Technology is now well established. The key risk to Kent is that the main, but not total, elements of saving in shift time in Option 2 depends upon the Athena App. By definition, this depends upon the broader roll out of the core Athena system in Kent. This is currently scheduled for October 2016.

2) At the extreme, if Athena did not go ahead, the view is that alternative equivalent apps based upon Genesis could be implemented. However, that would not guarantee the capability over the full three year period.

Chief of Staff:

Comments: *Fully supported as an appropriate decision despite new PCC imminent.*

Decision supported? Yes No

Signature:  *Chief of Staff* Date: *3rd/16*

Chief Finance Officer:

Comments: *Recommend approval*

Decision supported? Yes No

Signature:  Date: *3 May 16*

POLICE AND CRIME COMMISSIONER FOR KENT

I approve/~~do not approve~~ this decision as detailed above (*delete as appropriate*)

Signature:  Date: *3rd May, 2016*

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Record of Decision

ORIGINATOR: Head of Policy
Coordination & Research

REFERENCE: OPCC.D.001.16

TITLE: Schemes of Consent

OPEN **CONFIDENTIAL**

Reason if Confidential:
Click here to enter text.

EXECUTIVE SUMMARY

The Financial Management Code of Practice (FMCP), updated in October 2013, lays out the purpose of a Scheme of Consent which should be prepared by the Police and Crime Commissioner.

A large number of formal powers to make decisions rest with the Commissioner, but in practice their Chief of Staff, Chief Finance Officer and the Chief Constable need to make decisions if they are to do their jobs effectively.

The Schemes of Consent detail the key responsibilities of the Commissioner, and recognising certain decisions cannot be delegated by law, provide clarity to the Chief of Staff, Chief Finance Officer and the Chief Constable about the extent to which they can make decisions and the extent to which they must seek the Commissioner's views. Until such Schemes are in place, they effectively have no powers to make decisions (except the Chief Constable's ability to take operational decisions).

The Schemes are supported by other key elements of governance including the Financial Regulations and Standing Orders.

The Scheme does not identify all the statutory duties contained in specific laws and regulations, nor does it attempt to list all matters which form part of everyday management responsibilities.

RECOMMENDATION

The Commissioner is strongly recommended to adopt the proposed Schemes of Consent.

DECISION

To endorse and sign the proposed Schemes of Consent for:

- the Chief of Staff and Chief Finance Officer; and
- the Chief Constable.

Chief Finance Officer:

Comments: A very necessary scheme to effective financial partnership

Signature: [Redacted] Date: 12/May/2016

Chief of Staff:

Comments: Commissioner these allow for the effective delivery of Policing by the Chief Constable and for both myself and the CFO to discharge our duties on your behalf. They can be removed at any time.

Signature: [Redacted] Chief of Staff Date: 12⁵/2016

POLICE AND CRIME COMMISSIONER FOR KENT

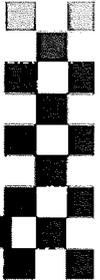
Comments: Authorised and signed.

Signature: [Redacted] Date: 12 May 2016

BACKGROUND DOCUMENTS: Proposed Schemes of Consent for:

- the Chief of Staff and Chief Finance Officer;
- the Chief Constable.

IMPACT ASSESSMENT:	
Police and Crime Plan <i>(please indicate which objectives decision/recommendation supports)</i>	Supports delivery of the Commissioner's Six Point Plan and associated governance arrangements.
Has an Equality Impact Assessment been completed?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <i>(If yes, please include within background documents)</i>
Will the decision have a differential/adverse impact on any particular diversity strand? <i>(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> The Scheme of Consent supports effective governance and is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.



Kent Police & Crime
Commissioner

'Your security is my priority'

Record of Decision

ORIGINATOR: Head of Policy
Coordination & Research

REFERENCE: OPCC.D.002.16

TITLE: Joint Health and Safety Policy statement

OPEN CONFIDENTIAL

Reason if Confidential:

Click here to enter text.

EXECUTIVE SUMMARY

The existing joint Health and Safety Policy statement requires the new Commissioners endorsement and signature.

So far as is reasonably practicable and with due regard to the nature of policing, the Commissioner and the Chief Constable must ensure the provision and maintenance of safe and healthy working conditions, equipment and systems of work for all employees.

The Commissioner and the Chief Constable are also responsible for the health and safety of non-employees (i.e. members of the public, contractors) who may be affected by their activities, preventing accidental loss through personal injury, damage to property and maintaining a safe and healthy environment.

As per the Health and Safety at Work etc. Act 1974, and other legislation, the Commissioner and the Chief Constable must have a written Health and Safety Policy statement and bring it to the attention of all employees.

RECOMMENDATION

The Commissioner is strongly recommended to adopt the joint Health and Safety Policy statement.

DECISION

To endorse and sign the joint Health and Safety Policy statement.

Chief Finance Officer:

Comments: NOT REQUIRED

Signature: Date:

Chief of Staff:

Comments: Commissioner, this is a legal requirement and I fully support the joint Health & Safety Policy statement.

Signature: [Redacted] Chief of Staff Date: 12/5/2016

POLICE AND CRIME COMMISSIONER FOR KENT

Comments:

Supported & authorised.

Signature: [Redacted] Date: 12 May 2016

BACKGROUND DOCUMENTS:

Health and Safety Policy statement.

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

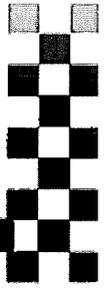
Supports delivery of the Commissioner's Six Point Plan within a safe and healthy working environment.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
The Health and Safety Policy statement forms part of effective governance and is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.



Kent Police & Crime
Commissioner

'Your security is my priority'

Record of Decision

ORIGINATOR: Head of Policy
Coordination & Research

REFERENCE: OPCC.D.003.16

TITLE: Advertise and appoint a new Chief Finance Officer

OPEN CONFIDENTIAL

Reason if Confidential:
Click here to enter text.

EXECUTIVE SUMMARY

Sean Nolan, the current Chief Finance Officer (CFO) will be leaving the Office of the Police and Crime Commissioner on 14 August 2016 to join the Chartered Institute of Public Finance and Accountancy (CIPFA) in a national role advising on local government finance.

Under the Police Reform and Social Responsibility Act, Police and Crime Commissioners are required to appoint 'a person to be responsible for the proper administration of the commissioner's financial affairs' - referred to as the Commissioner's Chief Finance Officer (Schedule 1, 6 (1)(b)).

The CFO is the Commissioner's professional adviser on financial matters and the Financial Management Code of Practice for the Police Forces of England and Wales sets out their responsibilities.

The CFO has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Commissioner on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the Commissioner's accounts, including group accounts.

The CFO must be a professionally qualified accountant and suitably experienced.

RECOMMENDATION

The Commissioner is strongly recommended to conduct a transparent recruitment process in order to select and appoint a new Chief Finance Officer.

DECISION

With immediate effect, commence recruitment for a new Chief Finance Officer.

Chief Finance Officer:

Comments: NOT REQUIRED

Signature: Date:

Chief of Staff:

Comments: This is a post you must appoint. I therefore fully support the immediate advertising of this role

Signature:  Date: 31/5/2016

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: Supported and authorized.

Signature:  Date: 31/05/16

BACKGROUND DOCUMENTS: None.

IMPACT ASSESSMENT:	
Police and Crime Plan <i>(please indicate which objectives decision/recommendation supports)</i>	Supports delivery of the Commissioner's Six Point Plan by ensuring required funding is available, properly administered and Value for Money in the use of public funds.
Has an Equality Impact Assessment been completed?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <i>(If yes, please include within background documents)</i>
Will the decision have a differential/adverse impact on any particular diversity strand? <i>(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> No - the recruitment and selection process will be open, transparent and comply with all relevant legislation to ensure there is no differential/adverse impact on any particular strand of diversity.



Kent Police & Crime
Commissioner

'Your security is my priority'

Record of Decision

ORIGINATOR: Chief of Staff

REFERENCE: OPCC.D.004.16

TITLE: Additional funding to assist with Firearms Licensing backlog

OPEN CONFIDENTIAL

Reason if Confidential:

Click here to enter text.

EXECUTIVE SUMMARY

As a rural county, Kent has a large number of registered firearms owners - approximately 27,000 - many of whom include land owners, farmers, and members of gun clubs.

Firearms licensing is an important legal process that is in place to help maintain strict gun laws; residents applying for certificates are complying with legislation.

Additional funding will ensure extra staff are available to help clear the backlog of licence renewals and new applications, which currently stands at around nine months. Renewal applicants have in the meantime been issued with temporary licenses.

Whilst Kent Police have a longer-term solution, the additional funding will provide immediate assistance to help address the backlog more quickly.

RECOMMENDATION

The Commissioner is strongly recommended to provide an additional £39,000 of funding to assist with the backlog outlined above.

DECISION

To approve additional funding of £39,000.

Chief Finance Officer:

Comments:

This is fully funded from One independent.

Signature:



Date:

31/5/2016

Chief of Staff:

Comments:

I fully support the provision of additional funding to assist in dealing with the backlog of applications and renewals. Hence term plans are in the process of being implemented for a permanent solution.

Signature:



Chief of Staff

Date:

31/5/2016

POLICE AND CRIME COMMISSIONER FOR KENT

Comments:

This is in support of my commitment to tackle the backlog and ensure an effective and efficient service.

Signature:



Date:

31/05/16

BACKGROUND DOCUMENTS: Business case prepared by the Force.

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

Supports delivery of the Commissioner's Six Point Plan; notably cutting crime and reducing re-offending by ensuring firearms are legally held and relevant legislation complied with.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
No – the funding will be used to help reduce the backlog in licence renewals and new applications as per existing Kent Police policy and relevant Standard Operating Procedures. There will be no differential/adverse impact on any particular strand of diversity.

Police and Crime Panel Forward work programme (as at 14th June)**8th September 2016**

Subject	Reason for report	Author
Accounts 2015/16	Statutory requirement	PCC
Review of Panel Communications Protocol	Review agreed by Panel	Panel officers
Revised Police and Crime plan	Required document	PCC
Confirmation hearing for PCC's Chief Finance Officer	Statutory requirement	PCC

15th November 2016

Budget planning for 2017/18	Requested by Panel	PCC
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February 2017

Draft Police and Crime plan 2017/20	Statutory requirement	PCC
Budget and precept proposal 2017/18	Statutory requirement	PCC
Panel Annual report	Requested by Chairman	Panel officers

April 2017**June 2017**

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC and policy review	Requested by Panel	Panel officers
PCC's Annual report 2016/17	Statutory requirement	PCC

Items to note at each meeting

Commissioner's decisions

Governance Board minutes

The following reports were either offered by the previous Commissioner or requested of her by the Panel

Update on rural crime (offered by PCC Sept 2015)

Update on cyber-crime (offered by PCC Sept 2015)

Impact of PCC's work with the business community (Requested by Panel Sept 2015)

Hate crime (Requested by Panel in November 2015)

It is for the Panel to decide whether it still wishes to receive these reports and, if so, when

Meeting Notes

Title: Governance Board
Date: Tuesday 5 April 2016
Venue: County Room, Kent Police Headquarters, Sutton Road, Maidstone, Kent, ME15 9BZ

Attendees: **Kent Police:** Chief Constable Alan Pughsley, Assistant Chief Constable Jo Shiner
OPCC: Ann Barnes (Police and Crime Commissioner), Sean Nolan (Chief Finance Officer)

1. Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

Apologies were received from Adrian Harper (Chief of Staff) who was attending a Strategic Athena Management Board in Essex on behalf of the Commissioner.

2. Notes of previous meeting and action updates – 3 February 2016

The meeting notes from the Governance Board on 3 February 2016 were noted as a true and accurate record and the following action updates were provided:

a) The Commissioner to write to Michael Gove regarding the prospect of a joint inspection concerning victims' journey through the criminal justice system.

Discharged. No longer required - the Criminal Justice Joint Inspectorate (collaboration between HMIC, HMI Prisons & HMI Probation) have recently published a report 'Meeting the needs of victims in the CJ system'.

b) Force to provide an update at the next Governance Board on Operation Dice.

Discharged. Verbal update to be provided at this meeting.

c) The Commissioner requested confirmation that the Public Order training spend was reasonable for the requirements of Kent Police.

Discharged. Information provided by the Force and the Commissioner was satisfied that the Public Order spend is appropriate.

d) The Commissioner requested information on how the CSE Team is addressing risks associated with the most vulnerable, including asylum seekers and children in care.

Discharged. Information included in paper 'Update on CSE – A Partnership Approach'.

e) The Commissioner requested a comparison between the cost of processing firearms licenses and the revenue received.

Discharged. Information received - the cost of processing was approximately £189; from March 2015, the fee increased to £88 for a firearm certificate and £79.50 for a shotgun certificate.

PART A – Specifically requested items

3. Information Technology and Innovation - Developments

- The Chief Constable set out the strategic picture for the future of Kent Police with regards to information technology and associated developments. He stated that IT development was a fundamental aspect of policing and would ensure effective service delivery to the people of Kent.
- The Chief Constable expanded upon the significant IT projects which Kent Police had, or were undertaking, including Athena, mobile technology and Body Worn Video (BWV).
- IT infrastructure is a key enabler for delivering savings; however, it is important to ensure Kent Police continues to maximise opportunities whilst ensuring stability and security around all IT developments.
- Recent HMIC reports have highlighted good work between Kent Police and partner agencies, including the use of email to ensure effective delivery of services. The Commissioner asked the Chief Constable about the various issues that had been experienced with internal email recently. The Chief Constable confirmed that the IT department is working hard to resolve all issues, but clearly had to prioritise front line, public facing systems.
- The Chief Constable reminded attendees that policing is a 24 hour business, which does not allow any 'downtime' for IT system developments.
- The Commissioner asked the Chief Constable whether there were sufficient resources within the IT department to support business as usual and future development. The Chief Constable confirmed that whilst very busy, the department has sufficient resources.
- With the agreement and support of the OPCC, PA Consulting had completed a review of the business case for mobile technology, including a full financial analysis. This work, along with evidence from other police forces, confirms there are significant benefits, such as allowing PCSO's and Police Officer's to spend up to an extra hour per day working on the street, engaging with the public.
- In addition to officers and staff being able to spend more time in local communities, Ian Drysdale confirmed there are also officer safety benefits, including being able access intelligence on route to incidents as opposed to requesting intelligence checks via the Force Control Room.
- Sean Nolan, on behalf of the OPCC, stated that using PA Consulting was to be commended in order to ensure best value for money. PA Consulting allowed for cashable versus non-cashable benefits to be assessed, with the benefits proving positive.
- The Chief Constable stated that morale within the Force had been boosted by the implementation of new technology, with BWV reducing vexatious complaints, and achieving better first time evidence at incidents such as domestic abuse. In addition, officers and staff were saying they feel more supported and empowered to undertake their role.
- The Commissioner agreed, stating that she had spoken to officers who were pleased that policing in Kent had entered the 21st Century, and that planning for the future was on-going. This, in conjunction with the traditional community policing model ensures Kent Police remains efficient and effective.
- With the new Kent Police website due to 'go-live' in the summer, over £200,000 non-cashable savings had been identified, with benefits including greater opportunities for the public to engage with the Force using mobile and tablets.
- The Commissioner asked the Chief Constable for clarity on the BWV intermittent connectivity fault mentioned in the paper. The Chief Constable stated that this related to when the cameras were plugged in to a computer they were downloading all the video, as opposed to only that selected for retention. This had now been resolved.

- In light of the need to retain video footage, the Commissioner received confirmation that the IT department constantly monitors storage capacity, and if any changes or upgrades were needed, this would be identified and dealt with at the earliest opportunity.
- The Commissioner asked the Chief Constable about the total investment in IT development. The Chief Constable confirmed that between Kent and Essex, the figure was approximately £16m, with £10m coming from reserves; meaning that no borrowing is required to invest in the future of Kent Police.
- The Chief Constable said that Athena is scheduled to 'go-live' in October 2016, with immediate benefits to Kent Police. These included better integration of systems and access via mobile devices. The Chief Constable stated if there was a delay in implementation, the Force would continue using Genesis on short-term contracts.
- The Commissioner asked the Chief Constable what the main issues were with Athena and why it had not been implemented yet. The Chief Constable responded by saying that the delays were predominantly due to the transfer (or back record conversion) of information and intelligence from Genesis onto Athena. There had also been significant issues with the stability of Athena when a force started using the system. Kent Police did not want to make the transition until it was fully stable.
- It was confirmed by the Commissioner that at each Audit Committee meeting members reviewed the Athena implementation. The Deputy Chair of the Audit Committee, Malcolm Grubb, who was present confirmed this was the case.
- The Chief Constable announced that 'IdeaDrop' was about to go live. The Chief Constable also said that he had launched a new Innovation in Policing Award in order to recognise the contribution of officers and staff at all levels.
- The Chief Constable stated that the Force could have done better with the Home Office innovation bids, but that it needed to ensure there was capacity to take on any successful bids. With the implementation of so many new IT projects, this may not have been the case.

4. Level of Service to Victims of Crime

- ACC Shiner outlined the results from the Home Office Victim Satisfaction survey, explaining that despite overall satisfaction going down 4.5% percentage points since March 2013, Kent Police is putting victims at the heart of everything it does.
- ACC Shiner explained that the results of the survey can be skewed by victims and witnesses not necessarily understanding when a follow up is required and what constitutes a follow up. This is something that the Force is working on in order to ensure victims and witnesses are aware of the support available.
- The implementation of THRIVE had also had some effect on satisfaction levels, with the criteria for police attendance changing, but public expectations not decreasing. ACC Shiner gave an example of vehicle crime, where if there are no leads, no physical evidence or further lines or enquiry, a police officer no longer attends.
- The Commissioner asked the Chief Constable specifically about 'Follow Up' due to it decreasing by 9.4 percentage points since March 2013. The Chief Constable explained that some people may not consider a follow up as necessary, causing them to select, 'Neither / Nor'.
- ACC Shiner explained that if a victim selects 'Neither / Nor' it counts as a negative, which has a significant impact on satisfaction levels.
- ACC Shiner confirmed that Kent Police was fulfilling the expectations of most victims, however the Force must ensure it effectively understands and manages all victim expectations. In part, this will be achieved through adherence to the enhanced Victim's Code, and the Code of Ethics.

- Operation Dice has assisted in raising the level of service to victims, including ensuring that Victim Personal Statements are taken and used within the court system. It has also seen Kent Police move from 42nd nationally to 22nd. The Chief Constable acknowledged that there was still work to do, but said there had clearly been an improvement.
- The Kent Criminal Justice Board (KCJB) reported to the Force that case file quality had improved, with officers now viewing case files as 'the victim's voice through the criminal justice system'.
- The Commissioner stated that there was a requirement for all agencies within the criminal justice system to work together in order to provide the best service to victims and witnesses. This would ensure that early good work by Kent Police was replicated throughout the criminal justice journey.
- The Commissioner asked about the uptake in training, with ACC Shiner confirming this had been good due to the greater emphasis on case file quality and link to promotion processes. There had also been an increased focus through the maturing of the policing model, with more officers now involved in case file preparation.
- Technological advances within the criminal justice system are also allowing costs to be reduced. For example, expert witnesses video linking to court rooms and receiving an hour's pay as opposed to a full day's pay and travel expenses. In theory, this should allow a reallocation of money towards victim and witness services.
- ACC Shiner acknowledged the work of the Paedophile On-Line Investigation team (POLIT), stating that they are an internationally recognised and respected team, funded through European innovation funds. Since April 2015, 196 warrants had been executed as a result of their work.
- The Chief Constable confirmed that the Force will be implementing a mandatory 3-day course for all front line officers on Protecting Vulnerable People (PVP) to increase awareness of vulnerable victims.

5. HMIC PEEL Assessment 2015 – Update and Overview

- The Commissioner expressed her admiration for Kent Police and acknowledged their outstanding work in receiving 'Good, Good, Outstanding' in the 2015 PEEL inspection.
- The Chief Constable stated that this was down to three years of hard work by all members of Kent Police, reaffirming the effort was worth the end result. The Chief Constable continued by explaining that the 'Leadership' report was a narrative, as opposed to a grading, and it highlighted that the Force leadership is providing clear and compelling indications of where the Force is going and what they want to achieve.
- The Commissioner asked the Chief Constable about what he and his team were doing to nurture the next Force leaders. The Chief Constable confirmed there was a huge amount of work underway including leadership days that all officers and staff are invited to, and include external speakers, and high ranking officers who share their experiences.
- Also, upon successful promotion, officers are now presented with their epaulettes by a member of their senior leadership team, followed by 1-2-1 meetings with them. This is to ensure that those being promoted are given sufficient guidance and tutorship to be successful within Kent Police.
- The Chief Constable ran through the recent HMIC PEEL inspection reports and addressed the 'Effectiveness' report, and in particular vulnerability, stating that the Force is focussing on the victims' needs. He explained to the Commissioner that the aim upon re-inspection was for HMIC to grade the Force as 'Outstanding'.
- Nationally, Kent Police is considered as holding 'best practice', and the Chief Constable and his team are being invited to visit forces to discuss performance and culture change. The Commissioner stated this recognition was testament to the hard work of all involved, and praised the Force for delivering a quality service.

PART B – Standing/routine update items

6. Update on Child Sexual Exploitation – A Partnership Approach

- The Commissioner reiterated her view, as expressed at previous Governance Board meetings, that when the police become involved in an incident of Child Sexual Exploitation (CSE) it is too late.
- Since December 2015, a multi-agency team has been in existence, increasing awareness of CSE and ensuring a more collaborative and effective response to reported incidents. The team is made up of representatives from Kent Police, Kent and Medway Council's and Health.
- With the increased level of migration, there had been an increase in the number of vulnerable, asylum seekers entering Kent, including children. ACC Shiner explained it was essential contact was made with these individuals early to ensure appropriate support was available. However, there were a number of barriers, often including a lack of trust in the police.
- The Commissioner asked the Chief Constable and ACC Shiner how many vulnerable children go missing in the county. ACC Shiner responded by saying that the exact number is unknown due to difficulties in communicating and locating in the first instance, especially in multi-occupancy addresses.
- The Commissioner asked ACC Shiner about the impact of not having all partnership staff in place immediately, and whether the team being 'police-heavy' had been detrimental. ACC Shiner said that the team had worked hard to fill the vacancies and she was pleased to report that it was now at establishment. However, due to workload, a further request for funding would shortly be submitted to recruit additional administrative staff to maintain a strict audit trail of all intelligence received and dealt with.
- The Commissioner asked ACC Shiner whether there was a good knowledge of the teams' existence within the Force. ACC Shiner responded by saying that Operation Willow, the launch of the team, had increased awareness and assisted in its early success. The intention for the future was to increase the number of posts within the team via the voluntary sector and by expanding laterally across statutory services.
- It was stated that the Health and Wellbeing Boards, which Kent Police do attend, but do not have a statutory seat on, focus heavily on obesity and other medical issues, but lack a CSE focus.
- During National CSE Awareness Week, Kent Police conducted a 'Day of Action' which resulted in 200 staff from across all partner agencies being deployed, questionnaires being completed by businesses such as hotels and taxi drivers, along with 5 arrests and intelligence reports being submitted.
- The Commissioner asked ACC Shiner how the chief officer team could be certain that funding given to the Force for training and raising CSE awareness was working. ACC Shiner confirmed that there was 'reality testing' by chief officers on their all-out days and that divisional Chief Superintendents were responsible for checking that staff are complying with what is required of them.
- The Chief Constable reaffirmed this by saying that collective feedback from officers is that there is an increased awareness of CSE, and that the culture change has empowered local officers to fulfil their role.

7. Financial Monitoring and Savings Update

- The Chief Constable stated there was currently a projected underspend of £3.9m for the financial year, taking into account the planned reduction in establishment, but not strength of PCSO's.
- The Commissioner confirmed the Chief Constable's plan to recruit 400 more officers, which would replace those leaving, but also support the uplift in firearms officers. The Chief Constable stated that the challenge now was to ensure the Force attracts 400 new recruits of the appropriate calibre; standards would not drop to achieve this.

- The Commissioner asked whether other forces recruiting officers could be a threat. The Chief Constable confirmed the only threat was the Metropolitan Police, who are able to offer a higher salary due to the London Weighting. However, the Chief Constable said that he and the Commissioner of the Metropolitan Police, Sir Bernard Hogan-Howe, regularly meet to discuss issues including recruitment.
- It was acknowledged that some officers would not be attracted to the idea of carrying a firearm, due to the current threat level and risks associated with the role. However, ACC Shiner stated that there was no lack of interest in Kent.
- The Commissioner asked how long it would take for the firearms officers to be operational and on the street. The Chief Constable said that due to training requirements the first round of officers would be operational in around 9 to 12 months, and the full 37 in approximately 18 months.

8. Performance Update

- The Chief Constable confirmed there were no themes graded as 'poor' during the last Performance Committee. However, areas of focus included Offenders, Victims, and Reducing threat, risk and harm.
- Victim based crime had increased by 2.1% over the last 12 months, with the majority of this being attributable to two crime types, violence against the person (21%) and sexual offences (14.7%). The Force is ranked 3rd nationally for violence against the person, with most forces reporting a larger increase.
- The Chief Constable emphasised the data accuracy level and reaffirmed statements made at previous Governance Boards that he is reluctant to compare performance against other forces as the level of recording accuracy nationally varies significantly.
- The Commissioner asked whether there were any new, emerging crime trends within the communities of Kent. ACC Shiner confirmed that there remain cultural barriers, especially in relation to the reporting of honour based violence and forced marriage. However, the Force is working in close partnership with Canterbury Christ Church University to develop its knowledge of such 'hidden' offences.
- Recognising and acknowledging the vulnerability of many communities is a huge first step for Kent Police and partner agencies. This will assist in providing early intervention and protection, as well as help to bring offenders to justice.
- Operation Novella will target domestic abuse in the period leading up to, and during the European Football Championship being held in France. In addition to the work of current multi-agency teams, the Force is looking at historical data in order to predict levels of police resource and plan accordingly.

9. Update on Significant Operational Matters

Operation Skep

- The Chief Constable explained that the events in Dover, named Operation Skep, saw 350 to 500 protestors from the far right and far left coming together to protest about immigration issues. The Chief Constable stated that it was a successful operation with good leadership. Use of the Public Order Act 1986 also meant that appropriate and effective restrictions were placed on both the assembly and procession.
- In addition to Kent officers, the operation required mutual aid from Sussex Police, Thames Valley Police, British Transport Police and the Metropolitan Police. The operation cost approximately £250,000. However, it was explained that due to the robust policing of the operation, there was no requirement to spend money tracking down offenders after the event.

- The Commissioner asked the Chief Constable, if this was to happen again would a similar policing response be required? The Chief Constable responded by saying that he hoped the robust policing operation would deter protestors from coming to Kent; especially those who were intent on committing offences. It was noted that less persons attended compared with previous events, and there were reports that a number actually turned around en-route.
- In total, there were 16 arrests for varying public order and offensive weapon offences, and a significant amount of intelligence gathered.
- Overall it was a very successful operation, policed safely and proactively.

The Chief Constable said he wanted to take this opportunity to publicly state how comfortable he is with transparency and being held to account. The Chief Constable added that in recognition of this being Mrs Barnes' last Governance Board, he would also like to formally thank the Commissioner for the support and challenge she has provided during her time in office. He wished her well for the future.

Item	Action	Status	Owner	Due date
There were no actions.				

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