

## 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 **Thursday, 8th September, 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 Alan Horton	Swale Borough Council
Councillor Chris Wells	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 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 14 June 2016 (Pages 5 - 12)
- 5 Confirmation Hearing - Commissioner's Chief Finance Officer (Pages 13 - 50)
- 6 Updated Police and Crime Plan (Pages 51 - 70)
- 7 Accounts 2015/16 - Statutory Requirement (Pages 71 - 76)

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

- B1 Mental Health Strategy - Initial Thoughts (Pages 77 - 86)
- B2 Roads Policing (oral item)

### **C - Panel Matters**

- C1 Independent Members - Possible Allowance Payment (Pages 87 - 92)
- C2 Review of Panel Communications Protocol (Pages 93 - 96)
- C3 Future work programme (Pages 97 - 98)

### **D - Questions to the Commissioner**

### **E - Commissioner's Decisions**

- E1 Procurement of External Audit Services (Pages 99 - 100)
- E2 Mind Project - FCR (Pages 101 - 102)
- E3 Interim s151 Officer (Pages 103 - 104)

### **F - For Information**

- F1 Minutes of the Commissioner's Governance Board meeting held

on 2 August 2016 (Pages 105 - 110)

**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

**Wednesday, 31 August 2016**

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## KENT COUNTY COUNCIL

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### KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 14 June 2016.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr P Clokie, Cllr M Dearden, Cllr M Franklin, Cllr P Fleming, Cllr A Horton, Cllr K Morris, Cllr Sloan, Cllr P Todd, Cllr Chris Wells (Substitute for Mr T L Shonk), Cllr F Wilson, Mr R A Latchford, OBE, Cllr H Tejan, Dr M R Eddy and Mrs E Bolton

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief of Staff) and Mr S Nolan (Chief Finance Officer)

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

#### UNRESTRICTED ITEMS

##### **174. Election of Chairman**

(Item 2)

1. The Scrutiny Research Officer (KCC) asked for nominations for Chairman of the Kent and Medway Police and Crime Panel.
2. Cllr P Clokie proposed and Cllr R Latchford seconded that Mr M Hill be elected Chairman. No other nominations were received.

RESOLVED that Mr M Hill be elected Chairman of the Kent and Medway Police and Crime Panel.

##### **175. Election of Vice-Chairman**

(Item 3)

1. The Chairman proposed that Mr Sandher be elected Vice-Chairman of the Kent and Medway Police and Crime Panel. This was seconded by Mrs Bolton and no other nominations were received.

RESOLVED that Mr Sandher be elected Vice-Chairman of the Kent and Medway Police and Crime Panel.

##### **176. Minutes of the Police and Crime Panel held on 12 April 2016**

(Item 6)

RESOLVED that the minutes of the meeting held on 12 April be signed by the Chairman as an accurate record.

##### **177. Appointment of Independent Co-opted Members**

(Item 7)

1. Mrs Bolton and Mr Sandher left the Council Chamber whilst this item was discussed.
2. The Chairman introduced the officers' report and the Panel approved the Terms of Reference as amended and contained within the report. In relation to the Independent Members the Panel had the option to re-appoint the current Independent Members, or advertise and recruit externally. The Panel also had to decide the length of term to appoint the Independent Members for.
3. The Chairman said he supported the re-appointment of the two Independent Members; his view was that they had given a good service to the Panel, were committed and it was important to the Panel to have strong Independent Members. The Chairman's view was that they should be appointed to serve a four year term.
4. A Member asked whether there were any concerns given that one of the Independent Members was a candidate in the Police and Crime Commissioner election. It was confirmed that this did not cause a difficulty for any Members of the Panel. The Commissioner also confirmed that he supported Mr Sandher remaining as an Independent Member of the Panel.
5. One Member commented that she was content for the two Independent Members to be re-appointed, but that when their terms come to an end an external recruitment process should take place. In relation to their terms of office a Member considered it preferable to stagger them so that both Independent Members did not come to the end of their term at the same time.
6. Mr Campbell confirmed that the amended Terms of Reference, which had just been approved by the Panel, stated that no Independent Member would serve more than two successive terms. In response to the point about staggering the terms of office the cost of the recruitment process was raised and it was pointed out that it was more cost effective to recruit both Independent Members at the same time, rather than hold staggered interviews every other year.
7. One Member asked for confirmation about the terms of office of the Independent Members. Would they be allowed to serve two terms from their re-appointment in 2016, or would their previous membership of the Panel be taken into account? It was confirmed that the intention was to re-appoint the Independent Members for a further four years from November and hold an external recruitment process in November 2020.
8. One Member commented that the advertising process should begin well in advance of the end of their term.

RESOLVED that:

- The Panel agree the proposed revision to its Terms of Reference in relation the appointment of Independent Members.
- The Panel agree to re-appoint Mrs Bolton and Mr Sandher as Independent Members of the Panel in November 2016 for a further full four year term.

**178. Confirmation Hearing - Commissioner's Chief of Staff**  
*(Item 8)*

1. The Commissioner introduced his report and explained that he wished to extend the appointment of his current Chief of Staff for a further two years until September 2018, rather than undertake a full recruitment process at this time. The Commissioner explained that as his Chief Finance Officer would be leaving the Office shortly he wished to maintain resilience and continuity amongst his statutory officers. The Commissioner stated that Mr Harper had been a great help since taking up office and had provided good advice to Police and Crime Commissioner (PCC) candidates during the election, approaching it in a positive manner. The Commissioner continued by saying that Mr Harper had proved to be an effective manager who could deliver on commitments, meet deadlines and that he was content Mr Harper was best placed to help deliver his Six Point Plan and manifesto promises.
2. The Commissioner thanked Mr Harper for his work to date and said that he hoped the Panel would support the extension of Mr Harper's appointment for a further two years.
3. A Member asked why the extension to Mr Harper's contract was for two years rather than the full four years of the PCC's term. The Commissioner explained that as he had inherited his team he felt it was important to deliver a period of continuity and stability and it was therefore preferable to re-appoint Mr Harper for a further two years before running a full competitive process at that point. A four year extension would not allow the opportunity to conduct a full, transparent recruitment process during the Commissioner's term of office.
4. Another Member spoke about flexibility within the workforce and asked whether a one year extension would give more flexibility to the office, and also what performance and development review processes were in place. The Commissioner explained that a two year extension allowed him to work towards a medium-long term plan for the Office which a one year extension would not. It also provided more stability during the first half of his term in office. There would be regular performance management appraisals with performance goals, and the Commissioner offered to discuss further with the Member if appropriate.

RESOLVED that the Kent and Medway Police and Crime Panel concluded that the Commissioner had given sound reasons both for extending the appointment of Mr Harper and for choosing a two year extension. The Panel unanimously recommended the extension of Mr Adrian Harper's appointment for a further two years, until 30 September 2018. The Panel agreed that the formal report on the confirmation hearing be drafted by the officers to the Panel and approved by the Chairman and Vice-Chairman.

**179. Introduction to the Commissioner (verbal report)**  
*(Item 9)*

1. The Chairman welcomed the Commissioner into his new role and said that he looked forward to a period of co-operation between the Panel and the Commissioner.
2. The Commissioner congratulated the Chairman and Vice Chairman on their re-election to those positions and said that he felt the Vice-Chairman, as a Police and

Crime Commissioner candidate, had run a principled and positive election campaign and he looked forward to working with the Chairman, Vice-Chairman and Panel Members in the future.

3. The Commissioner thanked his Office for the support he had received since his election in May and also thanked Mr Nolan, who he explained was leaving the Commissioner's Office later in the year.

4. The Commissioner said he came from a policing family and so had an understanding of the culture and processes within the police. The Commissioner had experience in supporting victims of crime and had also been a school governor and served as a councillor. The Commissioner outlined his Six Point Plan stating that he wants to cut crime and reduce re-offending, is committed to visible policing, wants to ensure value for money, through collaboration and better use of technology, and try to do more to support victims of crime. The Commissioner also said that he wanted to tackle the misery caused by anti-social behaviour, domestic abuse and violence and will particularly focus on mental health, reducing police time spent dealing with cases involving mental health by helping vulnerable people access the right support, providing officers and staff with appropriate training, but also ensuring officers and staff have access to the support they might need.

5. In terms of support already given, the Commissioner confirmed that at least 50 more PCSOs would be recruited to increase numbers back up to over 300. Mobile policing would focus on mobile devices to support officers working remotely and keeping them on the street for longer; funding had been approved for Community Safety Partnerships (CSPs); and also £450,000 approved for specialist victims services. In addition, extra funding had been provided to the Force to tackle the backlog of firearms licences. The Commissioner had also taken a salary reduction and was giving the money to two local charities – the details of which, for transparency purposes, were available on the Commissioner's website. The Commissioner said he was trying his best to get out and about, and on his first day he visited the Bluewater Safety Store which he considered an excellent resource and expressed his thanks to Bluewater for their support. The Commissioner is meeting local MPs and also with all Council Leaders. The Commissioner had visited the Domestic Abuse Victim Support Service (DAVSS), a charity supporting male victims of domestic abuse and also met with community groups such as 20's Plenty for Us. The Commissioner said that he looked forward to working with all Panel Members and offered to meet with any Member to discuss issues within their district.

6. A Member referred to visible policing. He said that in his area the police station was open for a couple of hours a day, and if a member of the public was arrested after the station was closed the individual would have to be taken to an alternative police station in a neighbouring town therefore removing policing resources from the streets. The Member asked how visible policing would be promoted with such constraints. The Commissioner understood the concern, and explained that he would be focussing on reducing the burden on police officers such as the time spent dealing with cases involving mental health. A pilot scheme involving counsellors from MIND was currently underway to support vulnerable people and this, combined with continued work with charities, would hopefully reduce the burden on police officers. Increased use of mobile technology and tablets would also reduce the time spent by officers travelling back and forth to an office to complete paperwork which could be completed remotely. The Commissioner confirmed that he would look into the

specific example, but there were a number of ways in which he aimed to free up officer time to make them more visible within communities.

7. Referring to firearms licences, and the gap between the cost and what was charged the Commissioner was asked for his view. The Commissioner explained that the cost of the licence was set nationally, full cost recovery was ideal but until that was possible it was necessary to effectively and efficiently manage the service. When more could be done online it was hoped that costs would reduce. The service did have to be properly resourced to ensure sufficient checks were undertaken and the processes robust. The Commissioner said that he hoped the overall cost could be addressed in the future.

8. Referring to CSPs, a Member asked for confirmation of their funding. The Commissioner explained that when he took up office he had a decision to make to approve the allocations made by his predecessor which were effectively a cash freeze on the previous year. In future he would ensure that CSPs had more sustainability in funding to support the development of two or three year plans.

9. The Chairman referred to the Commissioner's comments on mental health, and said that any partnership working on the issue would be welcomed. The Chairman also said that he chairs Domestic Homicide Reviews which had increased and nearly all the tragedies involved background issues of mental health. The Commissioner was pleased to have been invited to a KCC event on the future plans for mental health commissioning and children's emotional wellbeing.

10. The Vice-Chairman asked when the review of mental health and policing would begin and who would be involved. The Commissioner said that Terms of Reference were currently being drafted and it was hoped that KCC, charities and the NHS would be involved to look at the impact on policing and that he would welcome an input from any Member of the Panel.

11. Referring to the 20's Plenty for Us campaign a Member explained that one of the difficulties with this excellent project was that it was a joint piece of work between the Highways Authority and the police. The Member asked whether the Commissioner was looking to work with KCC through their Joint Transportation Boards to take forward 20's Plenty, how was this to be funded and would the police be enforcing 20 MPH speed limits. The Commissioner confirmed that he had met with 20's Plenty for Us the previous evening, and had asked the Force a range of questions about how 20 MPH speed limits are enforced, but considered that they do provide benefits, particularly around schools. The Commissioner said that if there were areas where Members/residents did not see the speed limit being enforced, he and his staff would look into it. The Member asked that the Panel have sight of the responses to the Commissioner's questions about 20's Plenty at a future meeting.

12. A Member raised a question about the challenges associated with illegal migration, the Commissioner confirmed that he was aware of the problems faced by Kent as the gateway to Europe and had already held discussions with relevant agencies. There was a need to be conscious of the responsible authority and the role of Kent Police.

13. A Member asked about CCTV in the county. He said that the Home Office had encouraged districts to install CCTV and this was now very costly to maintain, was

there any potential for the Commissioner to consider funding CCTV. The Commissioner said he was a strong supporter of CCTV; it could be used to deter and prevent crime and was an important tool for evidence gathering. In future the Commissioner said he would be reviewing all the funding that is available and he would be happy to receive any representations.

14. A Member asked how the Commissioner would hold the Chief Constable to account regarding reducing offending in prisons. The Commissioner explained that collaborative work would be undertaken with the prison service to ensure that the issues were being addressed. The Commissioner said that he has already met with the Prison Officers Association to discuss their concerns about drugs in prisons and attacks on staff, and he would be continuing to visit prisons in Kent and working closely with relevant agencies to ensure the issues are addressed. The Commissioner said he would take the issues up with the Chief Constable.

RESOLVED that the Police and Crime Panel note with thanks, the Commissioner's verbal introduction.

#### **180. Mobile Policing Decision**

*(Item B1)*

1. The Chairman welcomed the new format of the decision documents and thanked the Commissioner and his staff for the clear advice and background contained within.

RESOLVED that the Police and Crime Panel note the Commissioner's Decision.

#### **181. Schemes of Consent Decision**

*(Item B2)*

RESOLVED that the Police and Crime Panel note the Commissioner's Decision.

#### **182. H&S Policy Statement Decision**

*(Item B3)*

RESOLVED that the Police and Crime Panel note the Commissioner's Decision.

#### **183. Chief Finance Officer recruitment Decision**

*(Item B4)*

1. Mr Sandher asked whether a Panel Member would be invited to sit on the recruitment panel as an observer. The Commissioner confirmed that he would be more than happy to accommodate this.

RESOLVED that the Police and Crime Panel note the Commissioner's Decision.

#### **184. Firearms Licensing additional funding Decision**

*(Item B5)*

1. The Chairman commented that it was disappointing that the fees were not sufficient to cover the cost of issuing the firearms licence. The Commissioner explained that the cost of a licence had increased and he hoped there would

eventually be full cost recovery; however of vital importance was that there was a robust service to enable residents to abide by the law.

RESOLVED that the Police and Crime Panel note the Commissioner's Decision.

**185. Future work programme**

*(Item C1)*

1. The Chairman asked the Panel whether they wished to retain some of the reports on the work programme or start with a 'clean slate'. One Member wished to remove the pending items; however another Member wished to retain the update on cybercrime and the item on hate crime. It was considered that there were two vital issues from the Commissioner's introduction to the Panel, one being mental health (the scale of the problem) and the other being 20's Plenty, its feasibility and how reasonable the schemes were (the Commissioner confirmed that there were 811 20 MPH zones in Kent). Members asked how the Panel would receive reports on particular issues from the Commissioner's Plan? Mr Campbell explained that once the Commissioner had finalised his Police and Crime Plan a more detailed programme would be proposed to the Panel which would include the issues raised by Members.
2. One Member asked for an item on the protection of vulnerable people to review how the Commissioner was holding the Chief Constable to account on such topics.
3. Another Member considered that the Commissioner should take the themes suggested by the Panel on board when holding the Chief Constable to account.
4. One Member asked that the Panel receive an update on the Electoral Commission investigation in Thanet at their next meeting. The Commissioner pointed out that it was a live on-going investigation and that there would be limits on what he could say. Members queried the timescale of the investigation. The Commissioner said he would report to the Panel information that was publically available at the September meeting. Another Member was uncomfortable with the request as he regarded it as an operational policing matter and outside the role of the Panel and the Commissioner.
5. In response to a question the Commissioner confirmed that he would be retaining the Governance Board for the time being to ensure public scrutiny of the Chief Constable, the other Committees would be looked at on an individual basis. It was hoped that there would be more public engagement on a thematic basis in future. The Commissioner was asked for his view on inviting the Chief Constable to Panel meetings. The Commissioner said he had discussed this with the Chair, but his concern was that Panel meetings would then focus on operational policing matters. The Commissioner said that he was happy to engage in further discussion to find a way of supporting the Panel's request in the future.

RESOLVED that the Panel ask its officers, in consultation with the PCC's officers to propose a new work programme taking into account the views expressed by Panel Members.

**186. Minutes of the Commissioner's Governance Board meeting held on 5th April 2016**  
*(Item D1)*

RESOLVED that the Police and Crime Panel note the Commissioner's Governance Board minutes.

The Chairman concluded the meeting by thanking Mr Nolan, the Commissioner's Chief Finance Officer, for his service to the Commissioner, the previous Commissioner and to the Panel. Members were grateful and wished him the very best in his new appointment.

Mr Nolan thanked the Chairman, and said that he had enjoyed the previous 4 years and he was moving to a national role with CIPFA. Mr Nolan felt that finance had always been taken seriously by the Panel and wished the Panel every success for the future.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Appointment of Chief Finance Officer  
**Date:** 8 September 2016



### **Introduction:**

1. The Police and Crime Panel has a statutory duty under the Police Reform and Social Responsibility Act 2011 (PRSRA 2011) 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 PRSRA 2011, the Commissioner must notify the Police and Crime Panel of their proposed appointment, and include the following information:
  - a) the name of the person whom they are proposing to appoint;
  - b) the criteria used to assess the suitability of the candidate;
  - c) why the candidate satisfies those criteria; and
  - d) the terms and conditions on 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.

### **Appointment of Chief Finance Officer:**

4. Under the PRSRA 2011, Police and Crime Commissioners are required to appoint 'a person to be responsible for the proper administration of the Commissioner's financial affairs' (Schedule 1, 6 (1)(b)). This position is referred to within the Act as the Commissioner's Chief Finance Officer. The successful candidate will be required to undertake the statutory governance duties of the Chief Finance Officer as required within the PRSRA 2011 and Sections 113 and 114 of the Local Government Finance Act 1988. The Chief Finance Officer will also be responsible for supporting the Commissioner in determining his commissioning priorities. The job description for the role is attached at Appendix A.
5. The advert for the post was placed in local and national media, with a closing date of Friday 24 June 2016. This is attached at Appendix B. The salary remained the same as previously advertised (adjusted for cost of living increases) at £73,000. The terms and conditions are as per standard Police and Crime Commissioner and Kent Police contracts.
6. There were 11 applicants in total, with four shortlisted for interview, one of whom withdrew their application before the interview stage. The shortlisting criteria are attached at Appendix C.
7. The interviews were held on 11 July 2016. The interview panel comprised of the Commissioner, the then post holder, Mr Sean Nolan, and the Chief of Staff Mr Adrian Harper. In addition, there was an observer from the Police and Crime Panel, Cllr Pat Todd, and support was provided by the Head of Human Resources, Kent and Essex Police. Copies of relevant papers from the interview pack are attached at Appendix D.
8. The selection process comprised of a pre-prepared presentation and panel interview. The competencies and skills assessed were:
  - Effective communication
  - Decision making
  - Leading strategic change
  - Leading the workforce
  - Professionalism
  - Working with others (Executive Level)
  - Working with others - political environment

- Managing performance
- Serving the public
- Budget management
- Finance - budget preparation
- Finance - final account
- Community partnerships

**Proposed appointment:**

9. Following this comprehensive selection process, the Commissioner is proposing to appoint Mr Robert Phillips to the post of Chief Finance Officer. This is on the basis that:
  - a) He performed strongly at interview and was the preferred candidate of all panel members.
  - b) He is experienced in providing advice to, and working closely with, Police and Crime Commissioners, through his current role as Deputy Chief Finance Officer for both West Mercia and Warwickshire Police and Crime Commissioners.
  - c) He has received extremely positive references, including from Mr Andrew Champness, the Chair of the Association of Police and Crime Commissioners' Chief Executives (APACE).
  - d) He is a qualified Chartered Public Finance Accountant, experienced in financial planning and production of the Medium Term Financial Plan and Police and Crime Plan.
  - e) He has experience of high level partnership working, for example as the representative for both Commissioners on the 'Place Partnership' Programme Board. This is a unique collaboration where a limited company has been set up to manage the estate functions of both Police and Crime Commissioners, and respective County Councils and Fire and Rescue Services.
  - f) He attends the Audit Committee within each Commissioner's area, and is experienced in providing advice to members of those committees.
  - g) He has been the Deputy for two Commissioners for a number of years, and having attended the highly regarded Chartered Institute of Public Finance and Accountancy (CIPFA) Leadership Academy is ready to take the next step as a Chief Finance Officer.
10. The Kent and Medway Police and Crime Panel is required to review the proposed appointment and to make a report to the Commissioner which includes a recommendation as to whether or not the candidate should be appointed.
11. The Commissioner may accept or reject the recommendation, and must notify the Panel of their decision.

<b>Job Title:</b>	Chief Finance Officer - PCC Based
<b>Grade:</b>	N/A
<b>Role Code:</b>	N/A
<b>Status:</b>	PCC Office
<b>Home Office Code:</b>	Operational Support

### **Main purpose of the role:**

Direct and co-ordinate the provision of a comprehensive finance function on behalf of the Police and Crime Commissioner, ensuring adherence to the Financial Management Code of Practice (FMCP) for the Police Service in England and Wales. To advise on all aspects of financial management and liaising with external organisations such as the Chief Constable (CC) and his/her Chief Finance Officer, HMRC, external auditors etc., to ensure responsive, effective and accurate provision of financial management and information which enables the Commissioner to hold the Chief Constable to account for providing an effective and efficient police force. To direct and manage the Commissioner's role in commissioning services to cut crime.

### **Main responsibilities:**

- Direct, develop, review and implement the Finance Strategy for the Commissioner; provide a comprehensive range of financial advice to the Commissioner and the senior management team, ensuring that the financial affairs of the Commissioner are properly administered, particularly in connection with section 151 Local Government Act, and that financial regulations drawn up by the Commissioner (developed in close consultation with relevant individuals), are observed and kept up to date.
- Provide advice to the Commissioner on the robustness of budget and the accuracy of financial reserves, ensuring the production of the statements of accounts and group statements of accounts to the Commissioner, liaising with auditors in order to ensure an appropriate level of financial scrutiny takes place to enable the Commissioner to hold the Chief Constable to account for effective and efficient financial management and advising, in consultation with the Chief of Staff, on the safeguarding of assets, including risk management and insurance.
- Ensure, where applicable in conjunction with the Chief Finance Officer of the CC, the provision of accurate and timely budgetary information to the Commissioner, directing the collection, collation and interpretation of financial information across the county, ensuring appropriate controls exist to protect financial integrity and to assure the Commissioner of sound corporate governance. This involves coordinating with the external auditors in their review of the annual accounts and the procedures within the Force.
- Develop, review and implement financial planning processes for the Commissioner, in accordance with primary and secondary legislation, best practice and industry standard guidelines, in order to maintain an effective financial planning framework, which reflects the strategic needs of the Commissioner.

- Develop, implement and maintain systems to monitor financial management performance, including the co-ordination of any related post implementation reviews of major projects, and assist with value for money reviews into the utilisation and allocation of finite resources, enabling the maximum utilisation of financial resources.
- Ensure, in association with the Chief Finance Officer of the CC, that the financial affairs of the Commissioner are properly administered, that financial regulations are observed and kept up to date, ensuring regularity, propriety and Value for Money (VfM) in the use of public funds and that sufficient funding is available to finance agreed programmes from central Government, precept, other contributions and recharges.
- Create, maintain and review robust reporting regimes to the Commissioner, the Police and Crime Panel and to the external auditor to ensure that any unlawful, or potentially unlawful expenditure by the PCC or officers of the PCC has or is likely to take place or when it appears that expenditure is likely to exceed the resources available to meet that expenditure, or order to fulfil the post holder's fiduciary duty to the PCC, the Police and Crime Panel and the local taxpayer.
- Support and be the lead contact for the Joint Audit Committee, providing regular reports on all aspects of financial and risk management.
- Will be the lead officer for the Commissioner on commissioning services, designing the framework and ensuring that contracts are awarded and monitored appropriately, in order to enhance community safety and cut crime so objectives set out in the Police and Crime Plan are met.

**Vetting Level:**

Security Clearance

**Necessary Experience:**

The Chief Finance Officer will be a qualified CCAB accountant with substantial senior management experience within a large public sector organisation. Additionally he/she will have a proven track record of managing and motivating a wide range of staff.

Strong communication and presentational skills, both verbal and written, are essential for this post combined with, integrity and the ability to work accurately under pressure.

The post holder will be experienced in building effective working relationships, ideally across the policing landscape and with local authorities and other partners, and be confident in dealing with a range of senior internal and external stakeholders and with similar post holders in other forces and Home Office contacts.

He/she must be IT literate and fully conversant with a range of Microsoft products such as Word, Excel etc. The ability to become rapidly familiar with and effectively contribute to the development of Force specific financial computer databases is essential.

<b>Personal Qualities</b>	<b>Level</b>
Decision Making	Executive
Professionalism	Executive
Serving the Public	Executive
Working with others	Executive
Managing Performance	Executive
Leading Strategic Change	Executive
Leading the Workforce	Executive

<b>Technical Skills</b>	<b>Level</b>
Budget Management	7
Finance - Budget Preparation	6
Finance - Final Account Production	6
Finance - Management Costing	6
Health & Safety	5
Interviewing – General	5
Know of Police Environment & Policy	6
Management of Police Information (MOPI)	5
Risk Management	6

<b>National Occupational Standards</b>	<b>Level</b>
AA1	Accredited
AA2	

## **Excellent Chief Finance Officer Opportunity**

An opportunity for a Chief Finance Officer (CFO) has arisen to work for Kent's Police and Crime Commissioner as part of the strategic management team. This statutory post of CFO directs and coordinates the provision of a comprehensive finance function on behalf of the Police and Crime Commissioner, ensuring adherence to the Financial Management Code of Practice (FMCP) for the Police Service in England and Wales.

As CFO you will advise on all aspects of financial management and liaise with external organisations such as the Chief Constable and his/her Chief Finance Officer, HMRC, external auditors etc., to ensure responsive, effective and accurate provision of financial management and information which enables the Commissioner to hold the Chief Constable to account for providing an effective and efficient police force.

The CFO has responsibility to direct and manage the Commissioner's role in commissioning services to cut crime and support victims. Kent has been recognised as an outstanding force by Her Majesty's Inspectorate of Constabulary and the Office of Police and Crime Commissioner works closely with the Force to maintain delivery of an excellent service to victims and witnesses.

The successful candidate will:

- be a qualified CCAB accountant (ideally CIPFA);
- demonstrate significant experience of operating at a senior level in a similar role within a large organisation in either the public or private sector (with prior public sector experience);
- have a proven track record in motivating a wide range of staff and internal/external stakeholders;
- have strong communication and presentation skills, both written and verbal;
- demonstrate an ability to analyse complex financial data accurately whilst under pressure;
- clearly understand the role of the Police and Crime Commissioner as well as understanding key supporting legislation including the Police and Social Responsibility Act and the complexities of service commissioning.

For more information and details of how to apply click here [\[link to vacancy on website\]](#).

Closing date: Friday 24 June at 5pm

Location: Maidstone

Salary: Circa £73K

Contract Type: Permanent

**Post:** Chief Finance Officer

**Candidate Name:**

Criteria / Qualities / Competencies	Strong evidence (3)	Acceptable evidence (2)	An area where improvement is needed (1)	Evidence not provided (0)	Total (Score)
<i>TS - Budget management</i> Qualified accountant					
<i>TS - Finance (BP)</i> Proven successful track record in short and medium term financial planning					
<i>TS - Finance (FAP)</i> Senior experience of managing the preparation of final accounts					
<i>PQ - Leading the workforce</i> Significant experience of operating at an executive level					
<i>PQ - Working with others</i> Demonstrable evidence of building effective working relationships					
Knowledge and experience of effective strategic commissioning					
Understand role of the PCC and how the CFO will support this					

**Panel Member's Recommendation:**

Recommended (Please tick):	
----------------------------	--

Signature (type name here): \_\_\_\_\_ Date: \_\_\_\_\_

**Definitions of Shortlisting Ratings:**

**3 = Strong Evidence** - the candidate provides strong evidence of many descriptions within the area tested at an appropriate level for the role, with direct relevance to the policing priorities as set by the PCC.

**2 = Acceptable Evidence** - the candidate provides some evidence of the area tested at an appropriate level for the role, has acceptable relevance to the policing priorities as set by the PCC.

**1 = Area where improvement is needed** - the candidate provides some, but limited evidence of the area tested at an appropriate level for the role, has gaps in the relevance to the policing priorities as set by the PCC and / or does not respond to all the issues in the question.

**0 = Evidence Not Provided** - the candidate provides no evidence of the quality / competency area, or the evidence is at a level below that required for the role applied for or does not have relevance to the policing priorities as set by the PCC.

**Chief Finance Officer Recruitment Process**  
**Assessment Rating Mechanism**

A 1 - 4 rating scale will be used for assessing candidate's performance during the assessment process. A score of 1 represents an area for improvement and 4 represents an area of considerable strength.

<b>Rating</b>	<b>Definition</b>
<b>4</b>	<b><u>An area of considerable strength</u></b>  The example/examples used have <b>considerable direct relevance</b> to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
<b>3</b>	<b><u>An area of some strength</u></b>  The example/examples used have <b>some strong relevant links</b> to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
<b>2</b>	<b><u>An area of acceptable performance</u></b>  The example/examples used have <b>some relevant links</b> to the organisational objectives and the areas of importance as defined by the PCC relating to this role.
<b>1</b>	<b><u>An area where improvement is needed</u></b>  The example/examples used have <b>some links indirectly</b> to the organisational objectives and the areas of importance as defined by the PCC relating to this role.

### **Interview questions and notes sheet**

Position: Chief Finance Officer

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate:

1. Tell us about the senior financial roles you have undertaken; what you would bring to this role if appointed; and what experience do you have of managing in a complex environment?

Comments:

2. How would you plan to assist the Commissioner in holding the Force to account in relation to both the financial performance and service delivery of Kent Police?
  - Follow up: You will on occasion have to challenge the Chief Constable or the Commissioner effectively. Tell us about a time when you have successfully challenged very senior and influential people, and what was the outcome?

Comments:

3. You will be working in a small team. What approaches have you taken in your current or previous employment to ensure team cohesiveness? How would you apply your experience to this role?

Comments:

4. You will be responsible for taking high-level, important decisions on behalf of the Commissioner.  
What factors would you need to take into account?

Comments:

5. Can you explain the key elements to get right in producing a medium term financial strategy?

- Follow up: in your specific role as PCC CFO, what part will you expect to play in the production of the Medium Term Financial Strategy? What would your advice be to the PCC on his future precept strategy?

Comments:

6. Please outline how you would exercise oversight and control as necessary over the final accounts process in your role as PCC CFO?

- Follow up: what is the most significant and challenging final accounts issue you have had to deal with?
- Follow up: how has the final accounts process at your current place of work gone over the past few years?

Comments:

7. What is your experience of dealing with External Audit, and Audit Committees?

Comments:

8. The Government refused to give £550k of funding to Kent Police to reimburse them for the extra costs of Operation Stack last summer. How would you support the Commissioner in trying to get this decision overturned?

Comments:

9. Mental health is the Commissioner's most important priority over the next four-year term. How would you support him in this objective and ensure external organisations are commissioning support that reduces the demand on police time?

Comments:

**Closing page**

1. Do you have any questions for us about the role, terms and conditions, or any other aspect of working in the Office of the Kent Police and Crime Commissioner,
2. We are aware of your right to a private life. However, is there anything in your private life that could cause conflict with the requirements and integrity of being a senior member of staff in the Office of the Police and Crime Commissioner? If so tell us now.

Answer \_\_\_\_\_

3. Follow up: Will you give an undertaking to advise me if something later occurs that could cause such a conflict?

Answer \_\_\_\_\_

4. Our social media recruitment policy states that the successful candidate will be asked what social networks they use, what usernames they have, and whether they are open or closed/private social media, together with authorisation to access their social media networks. Would you agree to this?

Further discussions will be held with the successful candidate on this issue.

Answer \_\_\_\_\_

## **Competencies**

### **Personal qualities:**

#### **Decision Making (Executive)**

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of the different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

#### **Professionalism (Executive)**

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

#### **Serving the Public (Executive)**

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strives to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

#### **Working with Others (Executive)**

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

### **Working with Others - Political Environment**

Has a detailed understanding of the political landscape at a local, regional and national level. Builds effective working relationships through clear communication and a collaborative approach. Comfortable operating in a political environment. Understands how to ensure the Commissioner's plans and interests are progressed appropriately. Maintains visibility and ensures communication processes work effectively internally and externally. Negotiates effectively with local and national bodies and political representatives, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively.

### **Managing Performance (Executive)**

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

### **Leading Strategic Change (Executive)**

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical changes when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

### **Leading the Workforce (Executive)**

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

### **Community Partnerships**

#### **Level 7**

Ensure relevant and effective partnerships are identified, developed and maintained, and that any partnership strategy complements existing strategy. Ensure systems are in place to actively seek new partners and maintain existing relationships, ensuring that all partnership activity is undertaken in a corporate manner. In consultation with partners, establish and agree common objectives and terms of reference. Identify joint initiatives that are consistent with the achievement of both PCC and partners objectives. Ensure analysis is undertaken to identify and agree joint resourcing proposals in accordance with Best Value principles. Develop systems to monitor and review the on-going delivery of partnership activity and identify areas for improvement and take appropriate remedial action as necessary.

## **Budget management**

### **Level 7**

Demonstrates comprehensive knowledge of financial management and related financial management information systems. Able to accurately forecast future expenditure and bid for additional finances on the basis of data trends and business need. Has a detailed appreciation of the possible impact of external factors. Able to link business planning and budget planning to meet objectives.

## **Finance - Budget Preparation**

### **Level 6**

Able to effectively co-ordinate the overall Force budget. Possesses a detailed knowledge of and overview of Force financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the Commissioner on projected and final out-turn. Able to effectively present future budget proposals for final Commissioner approval.

## **Finance - Final Account Production**

### **Level 6**

Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Commissioner, including the presentation of agreed final accounts to Commissioner by 30 September each year.

### Interview Marking Sheet

Position: Chief Finance Officer

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate: Philip Wilson

#### Assessment Criteria

##### **Professionalism**

*Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.*

1	Comments:
2	
3	
4	

### Working with Others - Executive

*Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.*

1	<b>Comments:</b>
2	
3	
4	

### **Working with Others – Political Environment**

*Has a detailed understanding of the political landscape at a local, regional and national level. Builds effective working relationships through clear communication and a collaborative approach. Comfortable operating in a political environment. Understands how to ensure the Commissioner's plans and interests are progressed appropriately. Maintains visibility and ensures communication processes work effectively internally and externally. Negotiates effectively with local and national bodies and political representatives, representing the interests of the Commissioner. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

### **Managing Performance**

*Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

### Decision Making

*Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of the different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.*

1	<b>Comments:</b>
2	
3	
4	

### **Serving the Public**

*Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strives to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

### Budget Management

Demonstrates comprehensive knowledge of financial management and related financial management information systems. Able to accurately forecast future expenditure and bid for additional finances on the basis of data trends and business need. Has a detailed appreciation of the possible impact of external factors. Able to link business planning and budget planning to meet objectives.

### Finance - Budget Preparation

Able to effectively co-ordinate the overall Force budget. Possesses a detailed knowledge of and overview of Force financial planning, including balancing incoming and outgoing monies to the agreed funding level. Able to effectively report to the Commissioner on projected and final out-turn. Able to effectively present future budget proposals for final Commissioner approval.

1	<b>Comments:</b>
2	
3	
4	

### **Finance – Final Account Preparation**

*Possesses a detailed and comprehensive knowledge of revenue and capital statutory requirements for the final accounts. Able to give high quality and expert presentations of financial information to the Commissioner, including the presentation of agreed final accounts to Commissioner by 30 September each year.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

### **Community Partnerships**

*Ensure relevant and effective partnerships are identified, developed and maintained. Ensure systems are in place to actively seek new partners and maintain existing relationships, ensuring that all partnership activity is undertaken in a corporate manner. In consultation with partners, establish and agree common objectives and terms of reference. Identify joint initiatives that are consistent with the achievement of both police and partners objectives. Ensure analysis is undertaken to identify and agree joint resourcing proposals in accordance with Best Value principles. Develop systems to monitor and review the on-going delivery of partnership activity and identify areas for improvement and take appropriate remedial action as necessary.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

Notes and final score

### **Presentation Marking Sheet**

Position: Chief Finance Office

Assessors: Matthew Scott, Adrian Harper, Sean Nolan

Candidate:

#### **Presentation Topic**

Outline the challenges and opportunities in providing financial oversight in your role as the CFO to the Police and Crime Commissioner under the police governance model.

#### **Assessment Criteria**

##### **Effective Communication**

*Candidate is confident and engaging; they are clear, articulate and communicate effectively, at an appropriate level for the current audience. They have positive non-verbal communication.*

1	Comments:
2	
3	
4	

**Assessment Criteria**

**Decision making and leading strategic change**

*Identifies key issues clearly and the inter-relationship between different factors. Considers the wider impact and implications of the different options at a local and national level, assessing the costs, risks and benefits of each. Thinks in the long term, establishing a compelling vision, and a clear direction. Identifies better ways to deliver value for money services.*

<b>1</b>	<b>Comments:</b>
<b>2</b>	
<b>3</b>	
<b>4</b>	

## Briefing note – Data Protection Act and Equality Act

### Data Protection Act

The Act limits the nature and extent of information you collect, store and use about individuals to what is actually needed to carry out legitimate business, in a way that is transparent and in accordance with how the data subject would reasonably expect.

You should ensure that such data is accurate, is stored securely and is kept no longer than is absolutely necessary.

Data should not be passed to third parties without the permission on the data subject and way in which such information will be used should be made clear to the data subject before it is collected, stored and processed.

For further information and guidance please look at the following link:

[http://www.ico.gov.uk/for\\_organisations/data\\_protection/the\\_guide.aspx](http://www.ico.gov.uk/for_organisations/data_protection/the_guide.aspx)

### Equality Act

This quick start guide is intended to help public sector organisations understand a key measure in the Act – the **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having **due regard** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics;
- meet the needs of people with protected characteristics; and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

**Fostering good relations** involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Further information can be obtained via the following link:

<http://www.homeoffice.gov.uk/publications/equalities/equality-act-publications/equality-act-guidance/equality-duty?view=Binary>

The Equality Duty replaces the three previous public sector equality duties – for race, disability and gender. The new Equality Duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

### **Definitions**

#### Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

#### Discrimination by association

Applies to race, religion or belief, sexual orientation, age, disability, gender reassignment and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

#### Perception discrimination

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

#### Indirect discrimination

Applies to age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment. Indirect discrimination can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic.

Indirect discrimination can be justified if you can show that you acted reasonably in managing your business, i.e. that it is 'a proportionate means of achieving a legitimate aim'. A legitimate aim might be any lawful decision you make in running your business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful.

Being proportionate really means being fair and reasonable, including showing that you've looked at 'less discriminatory' alternatives to any decision you make.

#### Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association.

#### Third party harassment

Applies to sex, age, disability, gender reassignment, race, religion or belief and sexual orientation. The Equality Act makes you potentially liable for harassment of your employees by people (third parties) who are not employees of your company, such as customers or clients. You will only be liable when harassment has occurred on at least two previous occasions, you are aware that it has taken place, and have not taken reasonable steps to prevent it from happening again.

#### Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. There is no longer a need to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

Further guidance can be obtained via the following link:

<http://www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/equality-act-guidance-downloads/>

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Updated Police and Crime Plan  
**Date:** 8 September 2016

Kent Police & Crime  
Commissioner  
*'Your security is my priority'*



### **Background:**

1. The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out the requirement for Police and Crime Commissioners to issue a Police and Crime Plan within the financial year in which an election is held, and as soon as practicable after taking office.
2. A Police and Crime Commissioner may, at any time, issue or vary a Police and Crime Plan, but before doing so must:
  - prepare a draft of the plan or variation;
  - consult the Chief Constable in preparing the draft plan or variation;
  - send the draft plan or variation to the Police and Crime Panel;
  - have regard to any report or recommendations made by the Panel in relation to the draft plan or variation;
  - give the panel a response to any such report or recommendations; and
  - publish any such response.
3. The Police and Crime Plan must include the following information:
  - the police and crime objectives to be delivered;
  - the policing that the Chief Constable should provide;
  - the financial and other resources to be provided to the Chief Constable to exercise their functions;
  - the means by which the Chief Constable will be held to account for the provision of policing; and
  - the crime and disorder reduction grants that will be made and any conditions associated with them.
4. The Commissioner, elected in May 2016, has taken the decision to issue an updated Police and Crime Plan. This report fulfils the requirement to submit a draft to the Police and Crime Panel.
5. The Commissioner intends to publish a brand new Police and Crime Plan on the 1 April 2017. This will follow wide public and partner consultation in autumn 2016, including on the 2017/18 precept, and subsequent submission to the Police and Crime Panel in February 2017.

### **Updated Police and Crime Plan:**

6. A copy of the draft Police and Crime Plan in text only format can be found at Appendix A. Once the text has been finalised, photographs and graphics will be added prior to publishing on the website.
7. As it is intended to be both a public-facing plan and used to set the direction of policing and crime and disorder reduction, it is designed to balance the needs of both audiences within one document.
8. In the run up to the election, the Commissioner engaged with community groups, charities and members of the public to understand their concerns and priorities for policing and crime and disorder. From this engagement, the Commissioner developed his Six Point Plan, which formed the basis of his campaign and subsequent election as Police and Crime Commissioner.
9. The Commissioner's Six Point Plan and overall vision for policing and community safety, have guided the development of this plan. In summary, the plan's strategic priorities are:
  - Cutting crime and reducing re-offending  
Ensuring there are the right resources in the right places to cut crime in urban, rural and coastal areas. Includes working with partners and other organisations to tackle cyber-crime, rural crime and to help break the cycle of re-offending, as well as acknowledging the important contribution volunteers make in keeping the county safe.



- **Delivering value for money**  
Ensuring Kent gets the funding it needs to tackle crime and anti-social behaviour and that taxpayers' money is well spent. Includes lobbying for greater acknowledgement of Kent's uniqueness as the gateway to Europe, developing the existing collaborative relationship with Kent Fire and Rescue Service and investing in new technology and innovation to reduce bureaucracy.
- **Visible, effective and dedicated policing**  
Ensuring the Chief Constable has the resources he needs to deliver effective policing. Includes ensuring the Force has the capacity to protect the county from terrorism, and supporting partnership working to prevent radicalisation and to protect the most vulnerable from threats, such as modern slavery and child sexual exploitation. Also includes reviewing neighbourhood policing and maximising the positive contribution of PCSO's.
- **Putting victims at the heart of the justice system**  
Ensuring victims receive a service that puts them first; through which they receive the right support and are treated as individuals. Includes support for crime prevention activities, more tailored support for individuals and businesses, and continued use of technology to provide a better service, particularly to repeat or vulnerable victims.
- **Tackling the misery caused by abuse, substance misuse and anti-social behaviour**  
Ensuring victims of violence and abuse get the support they need, perpetrators are brought to justice and support is available to those who want to address substance addiction. Includes protection of funding for survivors of rape, child abuse and domestic violence, reviewing emergency and non-emergency telephone performance, and working with partners and charities to help those with damaging addictions get their lives back on track.
- **Mental health**  
Ensuring people with mental health issues who come into contact with the police have access to the right support is a 'golden thread' that runs through the plan. The police may encounter people with mental health issues who are victims, witnesses or offenders, in crisis or been reported missing - mental health does not discriminate. The Commissioner is equally committed to ensuring officers/staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing. Includes setting up a Board to review mental health and policing within the county, reviewing the operation of previous street triage teams and continuing to fund mental health professionals within the Force Control Room.

10. Since this is an updated plan many elements are the same as the previous version, however it should be noted that the arrangements for holding the Chief Constable to account within the Governance section, reflect a number of changes instigated by the Commissioner. The section on the Police and Crime Panel has also been expanded.
11. As this plan is being introduced part-way through the year, the Finance and Medium Term Budget Challenge section is unchanged from that presented at the 3 February 2016 Panel meeting. Clearly there is no new precept proposal and the commissioning allocations for 2016/17 set out in Appendix 1, will be honoured.
12. In preparing this plan, the Chief Constable has been fully consulted.
13. In accordance with the PRSRA 2011, the Commissioner will keep the Police and Crime Plan under review. In particular, the plan will be reviewed in light of any changes to the Strategic Policing Requirement or recommendations made by the Police and Crime Panel.

# **POLICE AND CRIME PLAN**

September 2016 – March 2021

Updated August 2016

Version: Final

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Appendix 1: Commissioned Services Allocations

## **1. Introduction**

Your safety and security is my priority. I am committed to delivering the positive changes that urban, rural and coastal areas of Kent and Medway need to reduce crime and make people feel safe in their communities.

The job of a Police and Crime Commissioner is to make sure people's priorities for policing in their area are listened to, taken seriously, and acted upon by the police.

Throughout my career in public service, I have developed the experience required to support people through the police and justice system, hold Government Ministers and public officials to account and make decisions about how resources are allocated. As a Councillor, I have built a good working relationship with the police and coming from a police family, I understand not only what officers need to get the job done, but what they go through in the line of duty to protect us all.

Whilst this plan has many elements that are the same as the previous version, it has been updated to reflect the priorities within my Six Point Plan that formed the basis of my election campaign.

I will work hard to cut crime and reduce re-offending in all parts of the county. I want to make sure that victims are at the heart of the justice system and get the support they need. I will look at how we can deliver a better service to the public whilst ensuring value for money by developing strong working relationships with other emergency services in the county.

I want to increase visible policing on our streets and support neighbourhood teams. Action is required to tackle the harm caused by anti-social behaviour, domestic abuse, violence and substance misuse. I will work with communities on solutions to the misery caused by Operation Stack and promote better online security to prevent cyber-crime.

I want to revolutionise the approach to mental health, to ensure those with mental health issues who come into contact with the police, for whatever reason, receive the appropriate support without taking up valuable police time. I also want to ensure officers and staff have access to the right support should they need it.

As Commissioner, I have to produce a Police and Crime Plan which outlines my priorities for policing and crime & disorder reduction and the Chief Constable has a duty to deliver against it. Whilst my Office will hold him to account, the Chief Constable has complete operational independence over how policing is delivered, and nothing in this plan seeks to restrict this.

I am committed to listening to the views of the public and ensuring they are acted upon, whilst ensuring emerging threats and risks are given the attention they deserve. That is why, having served as Commissioner for a number of months and conducted broad public and partner consultation later this year, I will be publishing a brand new plan on the 1 April 2017. Thereafter, this plan will be regularly updated, in line with what local people want and Kent Police needs to get on with their job.

## **1.1 The role of the Police and Crime Commissioner:**

This plan reflects the role and responsibilities of the Police and Crime Commissioner for Kent, which include:

- Setting the strategic direction and objectives for Kent Police.
- Ensuring that Kent Police is efficient and effective.
- Setting the Force budget and policing element of the council tax (police precept).
- Consulting and engaging with the public and specifically victims of crime.
- Commissioning victim services and overseeing service delivery.
- Holding the Chief Constable to account for the delivery of police and crime priorities.
- Working in partnership with community safety and criminal justice agencies to deliver efficient and effective services.
- Awarding community safety funding and other grants.
- Dealing with complaints and other disciplinary matters regarding the Chief Constable.
- Appointing and, if necessary, dismissing the Chief Constable.
- Providing information to the public about Kent Police and my Office to ensure openness and transparency.

## **2. Governance**

### **2.1 Holding Kent Police to account**

Police and Crime Commissioners have a number of powers to hold the police to account on behalf of the public. It is important for police accountability arrangements to be visible to the public, and for policing to be responsive to local communities. It is vital that the public's voice is heard on how policing is delivered across the county and my Office will ensure this happens.

To exercise these powers and duties to hold the Chief Constable to account, the Commissioner has retained a number of existing governance arrangements. These include:

- A public Governance Board that enables the Commissioner to hold the Chief Constable to account for the effective delivery of policing. This is an open meeting and members of the public are welcome to attend. Standing items include reports on emerging risks and cross border crime, financial monitoring, Force performance and external inspection activity.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- The Commissioner attending the internal Kent Police Culture Board which is chaired by the Chief Constable and open to any officer or member of staff. In times of austerity it can be all too easy for an organisation to overlook its most important asset, its people. The Board's purpose is to continue the development of a culture which is consistent with the Commissioner and Chief Constable's shared Mission, Vision, Values and Priorities.
- Weekly one-to-one meetings with the Chief Constable to discuss policing issues as well as regular informal contact.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced. These ICVs fulfil an important role in reassuring the public that the police are fulfilling their duty to protect people detained in custody from harm.
- Senior staff within the Commissioner's Office attending a range of internal Kent Police meetings to observe and monitor delivery against the Commissioner's priorities.
- Requiring the Force to provide bespoke briefings to the Commissioner on significant and/or sensitive issues.

In addition, the Office receives regular management reports in relation to matters such as performance, complaints, finance and human resources. Kent and Essex Police also share a number of operational and non-operational resources and appropriate governance arrangements are in place, such as the Kent and Essex Collaboration Board to oversee these shared resources.

In specific circumstances, the Commissioner may also call upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to inspect Kent Police.

## **2.2 The Kent and Medway Police and Crime Panel**

Actions and decisions taken by the Police and Crime Commissioner are reviewed by the Police and Crime Panel, made up of representatives from local councils and independent members.

The Panel provides checks and balances on the powers granted by the Police Reform and Social Responsibility Act 2011.

The Kent and Medway Police and Crime Panel usually meet about 6 times per year. The Panel expects the Commissioner to attend each meeting, with his officers (Chief Executive and Chief Finance Officer). It has no role in relation to the Chief Constable. Agendas are agreed in advance with the aim of no surprises at the meeting - the aim of the Kent and Medway Panel is to review every aspect of this plan at some point during the Commissioner's term of office. Meetings are held in public and also webcast.

The role of the Panel includes:

- Approving the precept (the money the Commissioner wants to raise through council tax).
- Reviewing the appointment of a Chief Constable.
- Reviewing the appointment of key staff (e.g. Chief Executive, Chief Finance Officer).
- Reviewing and reporting on the Police and Crime Plan.
- Reviewing the Commissioner's Annual Report.
- Handling and informally resolving complaints against the Commissioner.

The Panel has a duty to both support and challenge the Commissioner, working together to provide the best possible outcomes for the people of Kent.

## **2.3 Legal requirements and considerations when developing the Police and Crime Plan**

Whilst the basis of this plan is the Commissioner's Six Point Plan, and the Chief Constable has been consulted, there are a number of other factors and legal requirements that will be considered when developing the brand new plan for publication on the 1 April 2017. Examples include:

- Force Strategic Assessment: an intelligence-led assessment by Kent Police of what is expected to happen over the next 12 months. In particular, it identifies threats and opportunities around crime and anti-social behaviour.
- Strategic Policing Requirement: sets out the Home Secretary's view of the national threats that the police must address, and the capacity and capability police forces must have available to deliver the requirement.
- Views of partners and stakeholders: the police cannot reduce crime and anti-social behaviour alone and there are many partners and stakeholders who deliver services.
- Public and victim consultation: feedback from the public and specifically victims about their expectations and experiences.
- Police and Crime Panel: the Panel has powers and duties to review and support the Commissioner in delivering the plan.
- Medium-term financial plan: recognising the on-going challenges to, and financial pressures on, police spending.
- Partnership priorities: recognising the value of partnership working and in particular considering the priorities of the District Community Safety Partnerships (CSPs), Kent Community Safety Partnership, Medway Community Safety Partnership and the Kent Criminal Justice Board.

### **3. Strategic Vision for Policing and Crime & Disorder Reduction**

The Chief Constable and the Commissioner are committed to working together to secure the best possible outcomes for policing and reducing crime & disorder for the people of Kent. This commitment is reflected in their joint vision for policing in the county which focuses on partnership working, placing victims first, reducing crime and anti-social behaviour as well as protecting the public from harm.

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

In order to achieve this vision, the Police and Crime Plan's strategic priorities are:

- Cutting crime and reducing re-offending.
- Delivering value for money.
- Visible, effective and dedicated policing.
- Putting victims at the heart of the justice system.
- Tackling the misery caused by abuse, substance misuse and anti-social behaviour.
- Mental health

## **4. My Six Point Plan: Priorities for Policing and Crime & Disorder Reduction**

### **4.1 Cutting crime and reducing re-offending**

Public safety and security is my top priority, so I will ensure the Force has the right resources in the right places to cut crime in urban, rural and coastal areas. My plans to increase visible policing will help in achieving this aim, as I firmly believe that police on the beat help to cut and prevent crime, whilst also providing reassurance.

Cyber-crime is becoming an increasing problem, with criminals exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities that know no borders and cause serious harm to victims.

- I will support schemes that help individuals and businesses to improve their online security.
- I will work with Action Fraud to educate and protect vulnerable people who may fall victim to cyber scams.
- I will work with the College of Policing to see how more people with advanced computer science skills can be recruited into the police service to combat cyber-crime.

I know some councils have improved public safety by sharing CCTV facilities, which I believe plays an important role in preventing and detecting crime.

- I will explore how collaborative schemes can be developed to improve CCTV coverage across the county and also the ability to rapidly deploy cameras to crime hotspots.

Criminals must be dealt with firmly, but I also believe in Restorative Justice.

- I want to work with organisations to make sure support is in place to break the cycle of re-offending, and also with the criminal justice system to provide effective rehabilitation for those coming out of prison.
- I will examine the feasibility of, and community support for, a free school in Kent and Medway to help troubled children and prevent them falling into a life of crime, as proposed by the former Home Secretary.

We are fortunate to have so many people in the county who are prepared to give up their time to serve for example as Special Constables, search and rescue helpers and Neighbourhood Watch Co-ordinators. Volunteers make an important contribution to safety and security.

- I will work with partners and voluntary organisations to harness the benefits volunteers can provide in helping to cut crime and tackle anti-social behaviour within local communities.
- I will promote the developmental benefits of being a Special Constable, and encourage more people to volunteer as they play such an important part in cutting crime and protecting public safety in the county.

Some rural communities have expressed concern that they do not always feel they get the attention they deserve.

- I will work in partnership with Kent Police and the Crime Rural Advisory Group to see what more can be done to support residents, farmers and businesses in rural areas.
- I will provide support to Community Speedwatch whose volunteers help to improve road safety and reduce accidents on Kent's roads.
- I will continue to hold a rural crime conference to listen to residents' views.
- I will establish a network of rural community coordinators to support the police, assist victims and share information within rural communities.
- I will continue to monitor and address (as appropriate) firearms licencing delays to ensure those applying for certificates are able to comply with legislation and our strict gun laws.

## **4.2 Delivering value for money**

The last four years have been challenging financially for the police, as every part of the public sector has been asked to do its bit to reduce the national deficit. As things stand, the pressure will not be as great, as overall police spending will be protected in real terms, taking into account council tax precept rises.

However Kent taxpayers deserve to know their money is being well spent. Effective policing is not about the amount of money that is spent, but how it is spent.

- I will lobby hard to ensure that Kent gets the funding it needs to tackle crime and anti-social behaviour and that there is greater acknowledgement of our gateway to Europe issues.
- I will see what more can be done to develop the collaborative relationship with Kent Fire and Rescue Service to provide a better service to communities, whilst delivering value for money.
- I will ensure the Force makes best use of its people and resources by investing in new technology and innovation to reduce bureaucracy and streamline processes.

## **4.3 Visible, effective and dedicated policing**

Our police officers, Special Constables and police staff do so much for us all in the line of duty. Coming from a policing family, I understand and appreciate what they do for us out on the beat every day.

One of my most important functions as Commissioner is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county. This has been more difficult in recent years, but I am very pleased that the Chief Constable will be recruiting:

- 400 police officers over the next 18 months, increasing the overall number to more than 3,200;
- 50 Police Community Support Officers, to maintain the overall number at more than 300.
- I will ensure the Force discharges its functions set out in the Strategic Policing Requirement and continue to support partnership working to prevent violent extremism and radicalisation.
- I will ensure the Force has the resources and capacity to protect the public from terrorism and the ever changing threats faced by our county and country.
- I will work with communities, parishes and residents to review neighbourhood policing arrangements in the county.
- I will retain the role of PCSO and support them in their work preventing crime and anti-social behaviour, as well as providing a local reassuring presence within communities.
- I will discuss with the Chief Constable opportunities for increasing the range of powers available to PCSO's, to maximise the positive contribution they make.
- I will work with the Home Office, local authorities and other organisations to protect the vulnerable from threats, such as gang crime, modern slavery and child sexual exploitation.
- I will hold the Chief Constable to account for promoting ethical behaviour amongst his workforce and ensure the College of Policing's Code of Ethics forms the bedrock of standards and behaviour.

#### **4.4 Putting victims at the heart of the justice system**

Victims of crime deserve to see offenders brought to justice and to receive the right support to help them recover and move on with their lives. They have to deal with the police, go to court, perhaps even give evidence and await a verdict – as well as deal with the emotional after-effects of a crime.

I want a service that puts victims first and foremost, in which they are treated as individuals and not simply a statistic.

- I will provide faster and more tailored support for individuals and businesses who become a victim of crime.
- I will support crime prevention schemes that help individuals and businesses not to become victims in the first place.
- I will work with the Force and the Crown Prosecution Service to ensure the public have confidence in the charging process and that it is effective, efficient and robust.
- I will look at ways in which we can continue to use technology to provide a better service to victims and what additional applications, such as Country Eye, can be developed for public and police use.
- I will work with the Force and partners to ensure repeat and vulnerable victims of crime and anti-social behaviour receive enhanced support and appropriate referrals.

#### **4.5 Tackling the misery caused by abuse, substance misuse and anti-social behaviour**

There is no place for violence or abuse in our society. I want to ensure victims get the support they need while perpetrators are brought to justice.

Drug addiction causes misery for individuals, their families and those whose lives it impacts upon, either through crime or anti-social behaviour. I want to support schemes that tackle substance misuse from a criminal perspective, and also assist those who want to tackle their addiction.

- I will do all I can to maintain support for victims services and protect funding for survivors of rape, child abuse and domestic violence.
- I will work with charities and organisations that provide support to those with damaging addictions, helping to keep them away from criminal activity and get their lives back on track.
- I will regularly review the performance of the emergency and non-emergency telephone service to make sure victims of crime and anti-social behaviour can get through to someone quickly, their reports are acted on, and referrals or signposting take place.
- I will work with councils, Neighbourhood Watch and other partners to tackle anti-social behaviour that causes the most harm to communities.

#### **4.6 Mental Health**

Mental health is not only an issue I care deeply about, but also one that has become much more important within the police and criminal justice system. It is estimated that a third of police time is now spent dealing with people who have a mental health issue and it is in everyone's interests to ensure there is an effective response.

That is why mental health is a 'golden thread' that runs through this plan. The police may encounter people with mental health issues who are victims, witnesses, offenders, in crisis or been reported missing. Mental health does not discriminate and that is why I want to revolutionise the way in which people with mental health issues interact with the police.

However, I am equally committed to ensuring officers and staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing. Research conducted

by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support.

- I will bring together relevant bodies to review mental health and policing within the county, including representatives from the police, NHS and other agencies.
- I will ensure officers and staff have the support they need and training necessary to deal with incidents safely and effectively.
- I will review the operation of street triage teams and see if they can be brought back in some form, enabling mental health professionals and police officers to respond to calls together.
- I will continue to fund the presence of mental health professionals in the Force Control Room to reduce the demand, and ensure callers with mental health issues receive the right support.
- I will ensure the continued availability of occupational and mental health support for officers and staff, and work with Mind's Blue Light campaign to better understand the causes of anxiety, depression and stress and see what more my Office can do to help.

## **5. Delivery Principles**

### **5.1 Transparency and openness**

My Office is committed to being open, honest and transparent. To achieve this, the public of Kent will be provided with information to ensure all decisions are accountable and follow good governance principles. My Office will also ensure that legally required information is published quickly and can be easily found on the website to allow the public to hold me to account.

My Office will always be open and transparent in any decisions that are made on behalf of the people of Kent. It's important that the public can clearly see Kent Police is being held to account on their behalf and how this is being achieved.

My Office will also ensure that Kent Police adheres to the highest possible standards of transparency and openness, as this will support the building of trust in the service.

### **5.2 Public engagement**

Good public engagement improves the quality of decisions made by my Office as they are based on a broad knowledge of the issues that matter to communities and individuals.

A varied public engagement programme ensures that the public can have their say on how their streets and communities are policed. This includes regular engagement visits across the county, a pop up street stall, joint online meetings with the Chief Constable, social media and private correspondence. This approach allows people to express their views in a way which is most convenient for them. Listening to the public helps to ensure Kent Police is dealing with those issues that matter most to the people of Kent.

### **5.3 Partnership working**

One of the core principles underpinning this plan is the value and importance of partnership working and recognition that crime and anti-social behaviour reduction cannot be delivered by the police alone. For communities and victims, it does not matter which agency is responsible for the issues they face; what they care about is whether or not the issue is being resolved.

To ensure the involvement of partners in supporting delivery of this plan, it is vital that my Office and the Force continue to actively participate in and engage with relevant partnership structures. As a result, my Office and Kent Police will continue to work closely with partners, communities and other groups to eradicate 'silo working' so that the community safety and criminal justice system provides a seamless service to victims and witnesses

Excellent work is already being undertaken by existing partnerships in Kent, including the Community Safety Partnerships and the Kent Criminal Justice Board. My Office will continue to work closely with these partnerships to ensure this work continues. It is also important that good practice is captured and shared across the county and my Office will encourage and support this for the benefit of all communities.

### **5.4 Review and Annual Report**

Police and Crime Plans are reviewed annually and key sections revised accordingly. However, they are also kept under review in light of any recommendations made by the Police and Crime Panel, national guidance issued by the Home Secretary, changes in local priorities or significant reductions in police funding.

Police and Crime Commissioners must produce an Annual Report which documents progress made in the financial year in meeting the objectives of the Police and Crime Plan. My Office will provide the Annual Report to members of the Police and Crime Panel for their consideration.

## **6. Finance and Medium Term Budget Challenge**

### **6.1 Kent Police and Crime Commissioner's funding: The current situation**

The Gross funding is made up of:

64% grant funding, both general and specific, from the Government;  
29% from the police element of the council tax; and  
7% from miscellaneous income streams.

The funding outlook for police looks much better than originally feared but still requires savings. In the Government's Spending Review announced in November 2015, the Chancellor set out his aim to ensure police force budgets were at least maintained at current cash levels over the next four years providing all Police and Crime Commissioners increased their respective precepts by the maximum allowed. That translated into an actual 0.6% cash cut in Kent's general police grant for 2016/17.

That cash cut in grant coupled with inflation and other cost pressures including employing 24 of the extra firearms officers the Chief Constable advises he needs, partly offset by the use of reserves and a £5 or 3.4% increase in the policing precept, requires savings of £8.7m or 3.2% on the net budget. Thanks to sensible forward planning, the Force will be able to deliver these savings without any cuts to front-line policing. In part the savings are being delivered by improved use of IT and innovation and other efficiency measures. However, inevitably it will still lead to the loss of some posts, primarily through natural attrition, further restructuring and asking staff and officers to do even more.

### **6.2 The medium term financial challenge**

Beyond 2016/17, the Government has given no indication yet as to force allocations in future years, but we do know it will be in the context of the relative protection for police budgets announced by the Chancellor. On that basis extending the core budget assumptions employed for 2016/17 over the whole 4 years to 2019/20 but only assuming a 2% precept increase for 2017/18 onwards, and providing for some contingency including for the new national 'Apprenticeship Levy' in 2017/18, implies a total savings requirement for Kent of £33m for the four year period. This is 12% of the net budget, roughly half the challenge initially feared, but still requiring significant savings to be delivered over the period. This will be on top of the £62m of savings already delivered since 2011/12. In addition this savings target does not take account of any further changes in grant, either positive or negative, that may arise from the review of the formula that the government uses to distribute the national pot of police grant between individual forces. The formula changes could happen in 2017/18, but with no details or figures to work with, it is impossible to anticipate the impact on Kent.

The Chief Constable will be developing and refining saving options during 2016/17 to ensure the Force can respond effectively to the revised medium-term financial challenge. Maximising efficiency opportunities, fully exploiting collaboration, challenging every item of spend, and making best use of police officer time through IT and innovation, with partners where appropriate, are key planning principles. However, the most important aim remains to limit the impact of grant cuts on front-line policing as far as possible and only take savings from here as a last resort.

### **6.3 Council tax plans**

The police element of the council tax, known as the precept, is the other key source of funding, equating to approximately 29% of the total budget. For a family in Kent living in a Band D property, the Kent Police precept for 2015/16 stood at £147.15 per year, the joint third lowest of all shire areas in England and Wales. In comparison, the average was £173.35.

The Government limits how much money can be raised through the police element of the precept without triggering an expensive referendum. For most forces, the current permitted increase is up to 1.99% each year, but for the ten forces with the lowest precept, of which Kent is one, the permitted increase is up to £5 or 3.4% on a Band D property. After consultation, the previous Commissioner decided to raise the precept in Kent by £5. As well as helping to offset savings otherwise required, it allows funding for 24 of the extra firearms officers the Chief Constable advises he needs to protect the public. The majority of the consultation responses supported an increase.

An increase of £5 means that for 2016/17, the annual policing precept for a Band D equivalent property will be £152.15, up from £147.15. This represents an increase of 9.6 pence per week to pay for policing services when compared to the 2015/16 precept. Even with the increase, Kent Police's precept will still remain one of the lowest in the country.

Over the medium-term, an increase of 2% is assumed in the police element of the council tax; for 2017/18 onwards.

### **6.4 Policing budget for 2016/17**

The annual budget for gross spending on policing and community safety is set at £313.3m. It is broken down as follows:

<b>Kent Police budget by subject area</b>	<b>2016/17 £m</b>
Pay and overtime	258.7
Premises related	21.3
Transport related	7.6
Other supplies and services	28.7
Office of the Commissioner	1.5
Grants and victim services awarded by the Commissioner	4.2
Savings required	-8.7
<b>Gross police and community safety spending</b>	<b>313.3</b>
Less local income and specific grants for policing	29.2
Less specific grant for victims services	2.1
Less contribution from reserves	3.9
<b>Net police and community safety spending</b>	<b>278.1</b>
<b>Financed by:</b>	
General policing and legacy grants	186.2
Council tax precept	91.9
<b>Net financing</b>	<b>278.1</b>

## **6.5 Coping with new savings requirements – working with partners**

As well as being as efficient and effective as possible, coping with significant budget challenges means managing public expectations of what the police can and cannot do in the future. This involves working with partners so everyone is clear about their roles and responsibilities, to help ensure the police do not pick up demand for services that should be met by other agencies. It also involves encouraging local communities to develop further, local approaches to reducing crime and anti-social behaviour. Again, working with the Chief Constable and partners, these areas will be developed during 2016/17.

## **6.6 Other spending plans**

As well as the continuation of the £200,000 per annum for the Chief Constable to invest in child sexual exploitation capacity, one-off funding will be allocated from savings in previous years to allow:

- £30,000 to fund an Anti-slavery Partnership Coordinator within the Serious Crime Directorate.
- A further £100,000 in 2016/17 to support the Chief Constable's continued investment in his people and the wellbeing of the workforce.
- £75,000 to support a further year of Police Community Support Officer crime prevention work in primary schools.
- £50,000 for IT systems to track, monitor and manage the health of detainees in police custody.

In addition to revenue spending, a total of £15m will be allocated for a variety of new capital and investment projects during 2016/17. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £44m new capital investment over the next four years. The vast majority of this will be available to the Chief Constable, but in the normal way will be dependent on sound business cases reflecting the Police and Crime Plan priorities. Other earmarked reserves already established in the current year for normal risk management, change programmes and one-off policy initiatives will be maintained.

## **6.7 Commissioning – working with partners:**

Working with partners to reduce crime, anti-social behaviour and to support victims is vital and Police and Crime Commissioners have been given commissioning responsibilities and associated funding to enable them to deliver this function. There are two aspects to the Commissioners commissioning responsibilities:

- Community Safety; and
- Victim Services.

The community safety element is an amalgamation of Home Office drugs, crime and community safety funding streams. This is non-ring-fenced funding to commission services to help tackle drugs and crime, reduce re-offending, and improve community safety.

The victim services element is devolved funding from the Ministry of Justice (MOJ) for the specific purpose of commissioning local victim services. This funding was issued to Commissioners in October 2014 and is vital to supporting the delivery of effective support services for victims of crime. This funding is utilised for the delivery of the core commissioned victim service and specialist victim service provision.

The key principles to the commissioning approach are:

1. To adopt a flexible approach to commissioning utilising different methods to ensure the best outcomes are achieved, this may include the issuing of grants or the commissioning of services directly.
2. All grants and commissioned services must identify the priorities in this plan that they will help to deliver and satisfactory monitoring must be returned to my Office to evidence this link and the outcomes achieved.
3. A commitment to work with existing partners to deliver joined up services where possible and appropriate.
4. Ensuring proportionate commissioning governance arrangements.
5. Providing as much medium-term funding certainty as possible whilst also taking into account the reduced funding anticipated in future years.

In respect of medium-term certainty for the community safety element of the funding, the promise was made that as much future funding certainty as possible would be provided to partners. However it is important to remember the context. In 2014/15, all former specific grants received for community safety were absorbed into the general policing grant. This meant that from 2014/15 onwards, allocations to partners and projects had to reflect the general policing grant cut suffered. Accordingly, in 2014/15 allocations to partners were set out for the three years to 2016/17 on the basis of assumed cuts in the general grant cut over that period. Those indicative allocations were honoured for 2015/16. The cut in police grant in 2016/17 is less than originally feared. Accordingly, through the use of Office budget underspends in 2015/16, the commissioning allocations to key partners will remain at the same level in 2016/17 as in 2015/16. This is in recognition of the positive work undertaken by the partnerships in Kent to reduce crime and anti-social behaviour and support victims.

### **Proposed allocations**

Assuming all partners continue to engage positively, the commissioning allocations for 2016/17 are set out in Appendix 1. The most significant change compared to previously published plans is the inclusion of the victim services elements, funded by a specific grant from the MOJ. For 2016/17, the confirmed grant is £2.1m, an increase of £146,000 on the previous year. As advised by the MOJ, the Commissioner will use this uplift to support child victims of sexual assault.

## Appendix 1 – Commissioned Services Allocations

<b>Organisation</b>	<b>2016/17 £m</b>
Ashford Community Safety Partnership	28,858
Canterbury Community Safety Partnership	32,981
Dartford Community Safety Partnership	31,857
Dover Community Safety Partnership	28,858
Gravesham Community Safety Partnership	31,857
Maidstone Community Safety Partnership	37,104
Medway Community Safety Partnership	96,782
Sevenoaks Community Safety Partnership	31,107
Shepway Community Safety Partnership	28,858
Swale Community Safety Partnership	33,731
Thanet Community Safety Partnership	33,116
Tonbridge and Malling Community Safety Partnership	27,974
Tunbridge Wells Community Safety Partnership	28,484
Kent Community Safety Partnership (KCSP)	39,661
Young Persons Substance Misuse	92,627
Kent Youth Offending Team	275,107
Medway Youth Offending Team	90,353
Kent Drug and Alcohol Action Team	301,449
Kent Safeguarding Children	45,934
Kent and Medway Adult Safeguarding	21,120
Medway Safeguarding Children Board	15,434
Medway Drug and Alcohol Action Team	59,042
Youth Diversion Fund	75,000
National Crimestoppers	39,156
Local Crimestoppers	14,699
Independent Domestic Violence Advisors Contract	115,000
Kent Criminal Justice Board Support	40,000
Restorative Justice via KCJB	46,000
Kent DV Co-ordinator (KCC)	4,760
Safer Kent	20,000
SARC Funding	55,000
Commissioner's Fund	100,000
Children of Domestic Abuse Victims	51,009
Child Sexual Exploitation	200,000
Core Victim Services	1,055,000
Continuation Grants	81,820
Counselling Services for Victims of Sexual Assault	80,000
Medium Risk Domestic Abuse Intervention Services	70,000
Specialist Victim Services to be Commissioned*	739,405
<b>Total</b>	<b>4,199,144</b>

\* Including £146,225 for child victims of sexual assault.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Annual Accounts 2015/16  
**Date:** 8 September 2016



### **Accounts 2015/16:**

1. The Annual Accounts run to over 100 pages due to the heavily prescribed reporting requirements falling on local government including police for this purpose. The audited accounts can be found at <https://www.kent-pcc.gov.uk/extdocs/Final GROUP SofA Template 2016.pdf>. Please find attached as Appendix A, the Narrative Report to the accounts. Under new code requirements this replaces the 'Foreword'.
2. The accounts have been audited by the External Auditor; Ernst & Young, and were signed off with an unqualified opinion on 12 August, some six weeks ahead of the national deadline, on both the accounts and the overall approach to securing value for money as required.
3. The accounts show a real underspend for the year 2015/16 of £5.5m, after excluding accounting adjustments required under International Financial Reporting Standards (IFRS), and it is this amount which is added to usable reserves. The key reasons for the underspend are vacancies within Police Pay totalling £0.7m; a considerably higher vacancy rate for police staff than budgeted equating to £4.6m and overachieved income from further collaboration with Essex around full cost sharing for IT Services, £4.1m. These are offset by the cost of redundancies and ill-health retirements as well as the additional cost of injury payments above the budgeted £3.5m, and an overspend on non-pay costs mainly on delivery partners, agency staff and consultancy funded from vacancies on pay totalling £0.4m. The underspend has been added to the capital reserve to finance future investment which helps avoid recourse to more expensive external borrowing over the life of the programme and into the early years of a new Comprehensive Spending Review (CSR) after 2019/20.
4. Conversely, on a fully IFRS compliant basis, the overall balance on the Comprehensive Income and Expenditure Account for 2015/16, is an apparent £467m surplus for the year compared to a deficit of £662m in the previous year. These are not real surpluses or deficits that impact on the council tax payer or usable reserves. Rather, in accounting terms, they mainly reflect the impact of year on year changes in the calculation of long term pension costs as assessed under IFRS. The apparent surplus for 2016 on that basis reflects a reduction in key actuarial discount rates when calculating pension liabilities, but is a useful reminder of the volatility in the surplus/deficit position under IFRS year to year. Indeed, it is highly likely that the surplus under IFRS for 2015/16 could shift to an equally significant deficit under IFRS at the end of 2016/17 due to likely negative changes in the pension discount rate during 2016.
5. In terms of the balance sheet, long term assets, mainly land and property, stand at £207m as at 31 March 2016 compared to £197m the previous year. The difference is largely due to valuation changes as determined by the specialist external valuation advice under the rolling valuation policy. However, net worth – which also takes into account net current assets and more significantly, long term liabilities - shows a negative net worth of £2.8 billion. Again very largely explained by the fact that the assessed long term liability at 31 March 2016 is £2.9 billion under IFRS accounting. This is a measure of the long term cost of such pensions to society and ultimately part of the national tax bill to be met by all future taxpayers in the long term. It is not a cost falling on the Police and Crime Commissioner (PCC), or council tax payers.
6. General reserves stand at £5.6m and ear-marked reserves stand at £56.9m, with £31.6m of this set aside for capital investment in key innovations, such as mobile technology, as well as other programmes over the next 5 years. The remainder of ear-marked reserves deals mainly with risk and the cost of change. For example £4m for grant cut volatility; £3.1m for Insurance; £6m for future redundancy and ill health retirement costs; £5.9m to support policy led initiatives and £2.0m for exceptional policing operations or major investigations (e.g. Operation Stack, further protests at Dover).

7. More broadly, Kent Police are subject to a formal inspection regime undertaken by Her Majesty's Inspectorate of Constabulary (HMIC). This regime is a vital part of the assurance that the PCC seeks in holding the Force to account for value for money. As well as specific national studies, the HMIC regime covers an annual assessment of the three main themes for each Force, namely, efficiency, effectiveness and legitimacy. For 2015, the latest available, for the whole of the legitimacy theme, Kent was the only Force to achieve an outstanding rating. In the efficiency element, Kent secured an outstanding grade for financial management and sustainability reflecting the work of both the Office of the Police and Crime Commissioner and the Force. In addition, the HMIC annually publishes comparative Value for Money Profiles which continue to show Kent is an efficient Force on virtually all the key measures.

**Other Financial Matters:**

8. As the Panel will appreciate, with some two thirds of income coming in the form of government grant, the PCC, and thus Force finances, are heavily influenced by decisions arising from the CSR. The current CSR was set last November and runs through to the end of 2019/20. We await any changes post-Brexit but we do not expect any consequent impact in the current year. However, indications that public finances will tighten considerably over the short to medium term have been well trailed. It is very possible that the current CSR will be reopened over the medium term and in particular, the latter half of the current CSR through to 2019/20. It is too early to translate into an informed impact on policing grant, if any, at the current time. Consequently our current planning assumptions and consequent savings plans remain in place for the short and medium term but the position will be kept under review pending any national official announcements. The first of which is expected to be the Autumn Statement.
9. As the Panel will be aware, the context of the above is the size of the national grant "cake" for policing. How that "cake" is distributed to individual forces depends upon a complex formula. Following the unfortunate failed formula review last year, we await any firm plans by Government to launch a new review during the current CSR period – it is anticipated the soonest any new formula could be implemented is 2018/19. It should be noted that the current medium term savings target of £33m makes no allowance for any grant changes.

**Narrative Report 2015/16**

This narrative report is deemed to have the same meaning as the "narrative Statement" in the accounts and audit regulation 2015.

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

Accordingly, this Statement of Accounts records the expenditure and income of the Group for the financial year 2015/16 for the Police and Crime Commissioner for Kent and the combined accounts for the Police and Crime Commissioner for Kent and the Chief Constable for Kent and its financial position at the 31 March 2016. The accounts have been prepared in accordance with the appropriate Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The accounts have also been produced in accordance with International Financial Reporting Standards (IFRS) and the latest CIPFA LAAP Bulletins.

All assets, liabilities, non-staff contracts, property, plant and equipment are under the ownership of the Police and Crime Commissioner for Kent (PCC for Kent). In relation to employment, from April 2014, all Police Officers and the vast majority of police staff, formerly under the direction of the Chief Constable, had their employment contracts formally transferred to the Chief Constable. Conversely pre-existing staff serving the Commissioner have been retained under the formal employ of the Commissioner. All these employment arrangements have been approved by the Home Secretary.

**Structure of the accounts**

The Accounts begin with this Narrative Report followed by a statement of the responsibilities of the PCC for Kent and her Chief Finance Officer in relation to the management and reporting arrangements for the PCC for Kent's resources (page 6). The PCC for Kent and Chief Constable for Kent have a combined 'Annual Governance Statement', which broadens the coverage of the previous Statement of Internal Control to embrace all of the organisation's key governance processes and safeguards. This is shown starting on page 7. The Auditor's Report appears at page 12 and the Summary of Accounting Policies as note 1 on page 25.

**The main financial statements comprise:**

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

- The Cash flow Statement - shows the changes in cash and cash equivalents of the Police and Crime Commissioner for Kent during the reporting period. The statement shows how the Police and Crime Commissioner for Kent generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the Police and Crime Commissioner for Kent are funded by way of taxation and grant income or from the recipients of the services provided by the Police and Crime Commissioner for Kent. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Police and Crime Commissioner for Kent's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowings) to the Police and Crime Commissioner for Kent.

- The Police Officer Pension Fund Account – This statement was established under the Police Pension Fund Regulations 2007 (SI 2007 No. 1932) and is administrated on behalf of the Chief Constable by Kent County Council. The Statement identifies the benefits payable in the financial year which has been offset against the contributions taking the account balance to nil. The Fund is topped up by the Group if contributions are insufficient to meet the cost of pension payments. The statement also includes the benefits payable and contributions in respect of the Milne v Gad case.

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

Other than the new 'Narrative Statement', there have been no significant changes in accounting policy or disclosure requirement.

### **General Context and Medium Term Challenge**

In the Spending Review on the 25 November 2015 the Chancellor announced that the total budget for policing would be protected in real terms and that local force budgets would be protected in cash terms. Both assertions require each Police and Crime Commissioner (PCC) to set the maximum precept increase allowed in each of the next four years.

On the 17 December, the Policing Minister announced the general grant allocation for each force area for 2016/17. In 2016/17, no PCC will face a cash reduction in "direct resource funding" assuming precept income is increased to the maximum available. For policing, direct resource funding is deemed by Government to be the sum of formula funding plus legacy council tax grants plus precept. The actual cash cut to formula grant funding for 2016/17 was 0.6% for all PCCs. The PCC for Kent introduced a precept increase to £5 for Band D properties.

Despite the precept increase, the combination of grant reductions and spending pressures means a savings gap in 2016/17 of £8.7m but with a delivery plan identified and implemented by the Chief Constable by the beginning of the year.

The Home Office has yet to issue specific local allocations for future years. For the purpose of current planning, it is assumed Kent loses an additional £1m in grant each year from 2017/18 onwards. In addition, it is assumed the cost of the new "Apprenticeship Levy" will be £1.3m for Kent Police. If these grants (and special levy) assumptions are combined with a roll forward of normal wage and price assumptions and an assumption of 2% precept increases from 2017/18 onwards, the savings gap over the 4 years to 2019/20 is £30m. However further top slicing of grant and/or increased cost pressures would add to the £30m gap. For that reason a 10% contingency has been added, in the latter two years, to make a total savings challenge of £33m over the four years to 2019/20. Furthermore, this gap does not take into account the possible impact of the Formula Review.

Clearly, the position locally is crucially dependent on the public sector spend and deficit targets and there must be a risk that economic conditions could put pressure on the current CSR settlement through to 2020.

The national funding challenge and uncertainty applies to all Forces. Building on the effective and timely response to previous CSR challenges leaves Kent Police well placed to deliver the future savings requirement but this will be on top of approximately £62m of savings delivered since 2011. Inevitably, such continuing savings as a result will impact on service delivery but the Chief Constable is committed to minimising the front line impact of future savings requirements as far as possible. Ensuring visible, local and cost effective policing remains at the core of how Kent Police will respond to the further challenges arising from future further savings requirements. The response will involve more continuing investment innovation and demand management, alongside efficiency, to identify options to deliver necessary savings in a way that both minimises front line policing impacts as far as possible but ensures that any such impacts are implemented last in any savings package and only after the level and timing of key funding changes have been confirmed.

## **Performance and value for Money**

As dealt with below the underspend against the original budget for the year is £5.5m. More broadly, Kent Police are subject to a formal inspection regime undertaken by Her Majesty's Inspector of Constabulary (HMIC). This regime is a vital part of the assurance that the PCC seeks in holding the force to account for VFM. As well as specific national studies, the HMIC regime covers an annual assessment of three main themes for each Force (referred to as the PEEL inspection) as follows: efficiency, effectiveness and legitimacy of the force. The efficiency element includes an assessment of the financial sustainability of the Force over the short and medium term. The review in 2015, Kent Police were graded as 'good', 'good' and 'outstanding' respectively. Kent was the only force in the country to secure 'outstanding' for legitimacy and within the efficiency element secured an 'outstanding' grade for financial management and sustainability.

In addition, the HMIC also publish key VFM statistics for all police forces annually. This is another key source of assurance. Kent is shown to be relatively very efficient compared to other Forces on most measures, especially as regards net cost per head and policing precept per average property.

As referred to earlier, the Force have shown a consistent pattern of sensible forward planning and disciplined accelerated delivery of savings requirements but within a framework of clear service vision and use of technology and innovation to minimise front line impact.

## **The Comprehensive Income and Expenditure Statement**

International Financial Reporting Standards require that the total future liabilities for the cost of pension payments to past and present employees are fully reflected in the Balance Sheet, and that their change during the year is reflected in the Comprehensive Income and Expenditure Statement. Excluding notional costs shown in the accounts to comply with international accounting standards, primarily for pensions and depreciation, the Kent Police revenue budget for 2015/16 as calculated to reflect the impact on the local council tax payer shows an underspend of £5.5m. This underspend will be mainly utilised to augment capacity for future capital and investment reserves.

On a fully IFRS compliant basis, the CIES show the net cost of services at £300m, some £67m less than the previous year. However the two primary reasons for this are, first, impairments totalling £55m were charged in 2014/15 reflecting changes in valuation approach. Second, the net IAS19 adjustment in 2015/16 is some £18m less than the equivalent adjustment in 2014/15 due to a reduction in the externally assessed long term liability compared to the previous year. The overall operating deficit for the year is £97.8m compared to £176.6m in the previous year, explained mainly by the two key variations already mentioned. The total CIES is a surplus of £467.7m due to £1,031.8m change in the re-measurement of the net defined benefit liability as per the independent actuarial assessment.

## **The Balance Sheet**

Total long term assets as at 31st March 2016 stand at £207.4m, an increase of £19.5m on the previous year. The bulk of this is explained by revaluation increases on those properties valued at depreciated replacement cost which have increased by an average of 9% in the year, as assessed by the external valuation. Net current assets (i.e. net of current liabilities) stand at £64.3million, compared to £63.1million the previous year. However, net worth / assets stands at a deficit of £2.8 billion primarily because of the actuarial assessment of long term pension liabilities as at 31st March 2016 of £3 billion. This is some £0.5 billion more than the previous years and means that net assets overall are some £0.5 billion less than the previous year.

Usable reserves stand at £62.5m, an increase of £2.4m on the previous year. A number of variations explain this but the most significant is the underlying under-spend on normal operations of £5.5m for the year.

## **The Future**

The new Police and Crime Commissioner for Kent officially took up office on 11th May. Alongside coping with the medium term financial challenge, he will be developing his interim Police and Crime Plan for the remainder of 2016/17 and for the medium term. His manifesto details the following six key plan priorities:

- Cutting crime and reducing re-offending
- Delivering Value For Money
- Visible, effective and dedicated policing
- Putting the victim at the heart of the justice system
- Tackling the misery cause by abuse, substance misuse and antisocial behaviour
- Revolutionising how people with mental illness interact with the Police in Kent

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Mental Health & Policing: Initial thoughts  
**Date:** 8 September 2016



'Your security is my priority'

### **Introduction:**

1. In Kent, it is estimated that around a third of police time is spent dealing with cases involving mental health. The 24/7 nature of policing and ease of access via 999 or 101 invariably means that Kent Police are often the first point of contact for people with mental health issues rather than the last. Unfortunately, when partner agencies reach capacity, or only offer limited out of hour's services, there is also a tendency to rely on the police as a fall back.
2. As such, dealing with those with mental health issues, whether related to a crime or some other incident, creates great demand on officers and staff who are not experts in the many manifestations of poor mental health, and are often unable to provide the right care and support. Not only is this unsustainable, but also unfair on officers and staff who are doing their very best to support vulnerable people and keep the public safe.
3. In addition, research by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support.
4. As an overview of the issues surrounding mental health, including support available to officers and staff, please find attached a report titled 'Policing and Mental Health Provision' (Appendix A). The Commissioner requested this report from the Chief Constable and it was discussed in detail at the Governance Board held on 2 August 2016.

### **Commissioner's initial thoughts:**

5. As members will be aware, the Commissioner made mental health an election campaign priority due to concerns at the amount of time Kent Police spends dealing with mental health issues, when it isn't necessarily the right response. The Commissioner was also concerned at the knock on effect in terms of police officer visibility, and availability within local communities.
6. The number of people being detained by Kent Police under Section 136 of the Mental Health Act is increasing. One in four people will experience a mental health problem each year for a number of reasons which may manifest itself in many different ways.
7. Kent Police may encounter people with mental health issues who are victims, witnesses, offenders, in crisis or been reported missing. Mental health does not discriminate and that is why the Commissioner is determined to revolutionise the way in which people with mental health issues interact with the police.
8. However, the Commissioner is also clear that it's not just about those who come into contact with the police. The stigma around mental health must be challenged so that people feel comfortable talking about it and seeking support, officers and staff must receive the appropriate training, and for their own wellbeing, they need to have access to appropriate specialist mental health support.
9. Reflecting this broad policing context, mental health is a 'golden thread' that runs through the updated Police and Crime Plan, as well as being a priority in its own right. The Commissioner is committed to:
  - Bringing relevant bodies together to conduct a full review of mental health and policing in the county, including the police, NHS, charities and others.
  - Ensuring officers and staff have the support they need and training necessary to deal with incidents safely and effectively.
  - Reviewing the operation of street triage teams to see if they can be brought back in some form, enabling mental health professionals and police officers to respond to calls together.

- Continuing to fund the presence of mental health professionals in the Force Control Room to reduce demand, and ensure callers with mental health issues receive the right support.
- Ensuring the continued availability of occupational and mental health support for officers and staff, and working with Mind's Blue Light campaign to better understand the causes of anxiety, depression and stress and see what more the Office of the Police and Crime Commissioner (OPCC) can do to help.

10. The Commissioner will be setting up a Mental Health and Policing Board to review mental health and policing within the county and provide oversight of the Force's efforts in this area. The board will consist of representatives from the police, NHS and other agencies, with the first meeting taking place in the next couple of months.

11. Since starting in the role, the Commissioner has heard anecdotal evidence about officers spending their entire shift in car parks, A&E departments or custody with people suffering mental health issues, because there is no safe place to take them.

12. The Commissioner has invited officers and staff to share their views, experiences and personal opinions of mental health and policing on the frontline. Whether identifiable or anonymous, the Commissioner has requested case studies and examples of situations officers and staff have found themselves in to inform the Mental Health and Policing Board and potential developments for the future.

13. The Commissioner wants to examine schemes that have been trialled in the county before, programmes that are currently in place, and proposals for the future that will help address the issues in the right way for the police and the public.

14. One successful scheme trialled by Kent Police has seen counsellors from the mental health charity Mind working in the Force Control Room for two nights a week, offering support to callers with mental health issues and reducing demand on officers and staff. The Commissioner is clear that having counsellors working alongside police staff in the Force Control Room is making a difference. Vulnerable callers are getting a better service by being able to speak to a trained professional, and in some cases, patrols have been diverted from attending calls as a result of their intervention.

15. With funding for the pilot due to run out in September 2016, the Commissioner has guaranteed further funding to allow the scheme to continue and for wider proactive opportunities to be explored.

16. The Commissioner has written to all 17 Kent MP's highlighting the issues around mental health and outlining his commitment to ensure those with mental health issues have access to the right care at the right time. Feedback to date has been very positive, with strong backing for making mental health a priority and offers of personal support.

17. As well as the OPCC being represented on the Mental Health Crisis Care Concordat Steering Group, the Commissioner is personally supporting the Group in compiling a bid to the Department of Health for funding to create, or free up, more health based places of safety within the county.

Item No. 3

## **Report to the Kent Police and Crime Commissioner's Governance Board**

**Date: 2 August 2016**

**Title: Policing & Mental Health Provision**

**From: Chief Constable**

### **INTRODUCTION**

1. Nationally it is estimated that around 6% of calls and 20% of deployment time for police officers is as a result of, or aggravated by poor mental health. The 24/7 nature of policing and ease of access via 999 or 101 invariably means that Kent Police often become the first point of contact for people in mental health crisis rather than the last. We also find that when partner agencies reach capacity there is a tendency to rely on police as a fall-back position. As such the policing of mental health related crime and incidents create great demand on officers and staff who are not experts in the many manifestations of poor mental health and the activities that officers find themselves dealing with is often outside of core policing duties. Officers also encounter protracted waits whilst trying to handover responsibility to partner agencies.

### **OPERATIONAL DEMANDS**

#### Usage of Section 136 (1983 Mental Health Act, 2007)

2. The process by which police officers should exercise their powers under Section 136 (1983 Mental Health act, 2007) is contained within Kent Police policy. When an officer is considering the use of Section 136 they must contact the relevant Crisis Team. This is an automated service that will direct the officer to the appropriate Crisis Team where they will be given tactical advice on how to proceed with the vulnerable person although, it should be remembered that ultimately it is the police officer's responsibility to decide whether or not detaining the person under Section 136 is lawful and necessary.
3. The table below highlights the total detentions under Section 136 and how often custody has been used as a place of safety to house patients.

<b>Total Section 136 Detentions</b>					
FY	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
1222	1101	1186	980	1005	335 (Up to end of June 16)
<b>Breakdown of Section 136 Custody Detentions</b>					
FY	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
61	37	47	70	68	39 (Up to end of June 16)

4. Since November 2015 there has been a steady increase in the number of detentions made by officers. If this upward trend continues the 2016-2017 financial year will see the highest numbers since this area began to be actively monitored by the Force Mental Health Liaison Officer (FMHLO). Despite significant scrutiny it is not currently understood why this increase is occurring.
5. There are sometimes questions asked of Kent Police due to the low conversion rate of Section 136 detentions to formal admission, however it should be noted that police officers are not mental health professionals and will act within the parameters of the legislation those being;
  - In a place to which the public have access;
  - Appear to be suffering from a mental disorder; and
  - Are in immediate need of care and control.
6. If a person is intoxicated when they are detained under Section 136 they are not able to be assessed. This can lead to capacity issues within custody suites which in turn can cause frustrations between health and police. Currently there is no alternative place of safety for intoxicated vulnerable people.

### Usage of police custody as a place of safety

7. The circumstances for use of police custody as a place of safety is described in the Mental Health Act 1983 Codes of Practice as follows, '*A police station should not be used as a place of safety except in exceptional circumstances, for example it may be necessary to do so because the person's behaviour would pose an unmanageably high risk to other patients, staff or other users if the person were to be detained in a healthcare setting. A police station should not be used as the automatic second choice if there is no health based place of safety immediately available.*'
8. The Mental Health Crisis Care Concordat which was published in February 2014 and is delivered locally through a multiagency steering group has within its action plan the following statement, '*Work towards custody as a place of safety as being a 'never event'. Only in exceptional circumstances, should a police custody suite be used to manage seriously disturbed and aggressive behaviour.*'
9. Analysis has been undertaken to determine the reasons behind custody usage. It suggests custody is used in the majority of instances as no health based place of safety is available, rather than the management of exceptional violence. In 2015/2016, two of the detainees were juveniles and within this financial year there has been one juvenile, these detentions in custody were down to lack of capacity within Health Services.
10. In April 2017 the Police and Crime Bill is likely to come into effect. The wording of the act states that the Home Secretary will decide the only circumstances when police custody will be used as a place of safety; these circumstances are expected to be 'the management of exceptional violence that can't otherwise be managed in a hospital setting'.

### Serious and Adverse Incidents

11. The NHS Adverse and Serious Incident resolution process is a mechanism for resolving serious service failures. The procedure although already in place for NHS partners was also adopted by Kent Police in 2013 as a means of reporting and resolving incidents.
12. A robust system of resolution exists at the operational level between Kent Police and Kent & Medway NHS and Social Care Partnership Trust (KMPT) and incidents not deemed to meet the criteria of the Serious/Adverse Incident process are investigated locally by a network of SPOCs. Serious and Adverse Incident reporting takes place into the Mental Health Crisis Care Concordat Steering Group.

### Missing Persons and Absconders

13. It is noted that within the KMPT there has been an increase of missing persons and absconding reports following the adoption of the NHS wide no smoking policy. There have been audits to this end to capture the increased incidents both of this nature and of aggression and violence.

### Ambulance Transportation of Patients

14. Kent Police has negotiated an agreement with South East Coast Ambulance Service (SECAmb) to transport patients detained under Section 136 Mental Health Act only. The response time to transport a patient to a place of safety is agreed by SECAmb to be 60 minutes where there are no other medical concerns identified and/or the patient is not being actively restrained and at risk from excited delirium or positional asphyxia. SECAmb is the only ambulance trust nationally to aim for a 60 minute response; all other trusts aim to respond to non-medical emergency calls in 30 minutes. This response time target was made by the Association of Ambulance Chief Executives as a Concordat pledge.
15. Ambulances are requested to transport patients around 50% of the times, the rest of the transports tend to be made by police officers, and should only be conducted with the Duty Inspector's authorisation. Training is being provided to officers to outline why an ambulance should be requested but officers tend to transport when close to a health based place of safety or do not want a protracted wait and delay in dealing with a patient.

## **CURRENT FORCE PROVISION**

### North Kent Mental Health Demand Management Team

16. In 2014 a small team (1x Police Sergeant & 1x PC) was created working to the Community Safety Unit in Northfleet. This team's remit is to work closely with partners in health and monitor, advise and manage caseloads with regards to people with mental illness who place a disproportionate amount of demand on Local District Policing Teams (LDPT). Working jointly with health provides Kent Police with immediate access to health colleagues and vice versa. This improves working relationships and educates respective parties on processes and capacity.

17. A paper looking to replicate this model within East and West Divisions is currently being considered by the Force Development Team.

#### Mind Force Control Room Project

18. Early in 2015 Maidstone and Mid Kent Mind were approached with a view to placing their Wellbeing Workers within the Force Control Room (FCR). As the project is a national first there was no template with which to model the service on, a small project team was set up to outline how the project would work, to write a Memorandum of Understanding between our respective agencies and to review outcomes following the instigation of the project. The trial commenced on the 1 December 2015.

19. The project operates two nights a week until September 2016. With every call emotional support and guidance is offered saving call handler time. Call lengths have ranged from 1 minute to 1 hour 45 minutes. After September 2016, it is unlikely that there will be any funding from local or national Mind and any continuance of the project will require other investment.

20. It is difficult to evidence that this project has provided any reduction in the number of mental health related calls that are made to the FCR. However it is clear that the caller receives an increased level of service. An example of this was an individual who called Kent Police and advised they were feeling low. The Mind counsellor called back to discuss how they were feeling and why. The individual had bipolar disorder and was having issues with medication, ending up in hospital having taken an overdose of pills. The individual had discharged themselves and it was discovered that the Community Mental Health Team had been trying to contact them. The counsellor discussed ways to get the right support, gave a number for local mental health help and asked them to contact their GP and write it all down so it was visual. The counsellor helped them realise they were on the right path by recognising their issues. The individual also agreed the police weren't the right agency to help them. The caller was advised to be honest with their doctor and breathing and relaxation methods were suggested which could help. The call ended positively with the caller stating they would have a cup of tea, go to bed and focus on getting the help they needed. The individual later rang the FCR to thank the Mind counsellors for their help and say well done to those behind the new initiative.

21. Information provided by Mind reveals that a number of police patrols have been diverted from attending calls as a result of the intervention of the Mind staff; clearly this is subjective but does tend to suggest a reduction in officer deployment if not in call volumes. The Kent Police Analytical Team are producing a cost to benefit document which will seek to inform future decisions around continuance.

22. There has been national interest in the project, the Metropolitan Police are introducing it into their Control Rooms, it features on the national Concordat website and has been nominated for a national award.

#### **CURRENT PARTNERSHIP PROVISION**

##### The Criminal Justice Liaison and Diversion Service (CJLDS)

23. KMPT provides screening and assessment of individuals, of all age groups and vulnerabilities within the criminal justice system. This primarily focuses on police custody areas in Kent and Medway and four main Magistrates' Courts. There is an agreement that the Crown Courts will request adhoc assessments.

24. A Community Psychiatric Nurse (CPN) is available to the police stations 7 days a week, including bank holidays, between the hours of 08:00 and 20:00. Based on the outcome of each screening/assessment, CPNs liaise with relevant agencies from a range of statutory and non-statutory agencies to determine the most appropriate care pathway for the individual within the criminal justice system and their pathway in mental health and other services.

25. CJLDS has recently introduced support, time and recovery workers to the team, who will be responsible for bridging the gaps by providing time limited and structured support, enabling people to engage in services and attend appointments. They can also, where indicated, assist people with social care needs.

##### Mental Health Triage

26. The current Mental Health Triage Service has two components. The first component is a night time service based within the Kent Police FCR which operates on Thursday, Friday and Saturday between 18:00 and 02:00 hours. It is staffed by a qualified mental health practitioner and a senior clinical support worker who have access to the electronic mental health patient records. Depending on the call either verbal advice is given or the qualified practitioner can attend in person to assist officers at the scene.

27. A previous model whereby a police officer was crewed in a car with a Mental Health worker was evaluated and found not be effective due to the demographics and geography of Kent.
28. The second component was an extension of the current CJLDS which covers all seven custody suites and is available seven days a week between 08:00 and 18:00. The service was extended at Northfleet Police Station with additional resources provided by KMPT to enable them to respond to officers in the community who were dealing with vulnerable people.
29. The day service was suspended due to staffing issues in March 2016 however KMPT are actively looking to recruit to allow continuance of the daytime service. The night time service is set to continue in the 16/17 financial year in its current format albeit hours of operation have been reviewed and will change to Sunday, Monday and Tuesday night, 16:00 – 00:00 hours. Outside of the hours of operation officers have to default to calling the standard number to liaise with the Crisis Resolution Health Team.

#### Kent Place of Safety Provision

30. KMPT has five designated places of safety, two suites in East Kent, one suite in North Kent and two suites in West Kent one of which is used for West Division and one for other areas

31. The place of safety in North Kent is the only suite that is able to assess children as it does not adjoin an adult facility. As discussed previously in this report capacity issues often lead to police custody being considered as a place of safety.

#### **GOVERNANCE ARRANGEMENTS AND OUTCOMES - WITHIN FORCE & ACROSS PARTNERS**

32. The Mental Health Crisis Care Concordat is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together to make sure that people get the help they need when they are having a mental health crisis.
33. In February 2014, 22 national bodies involved in health, policing, social care, housing, local government and the third sector came together and signed the Crisis Care Concordat. Since then five more bodies have signed the Concordat, making a total of 27 national signatories.
34. Although the Crisis Care Concordat focuses on the responses to acute mental health crises, it also includes a section on prevention and intervention. The Concordat builds on and does not replace existing guidance. The Kent Steering Group is chaired jointly by the Head of Strategic Partnerships Command and the West Kent Clinical Commissioning Group (CCG) Mental Health Commissioner.
35. Governance for the Concordat Steering Group is provided by both the Kent and the Medway Health and Wellbeing Boards. These boards are reported into every 6 months with Concordat activity as part of a standing agenda item.
36. Nationally there has been a push to get permanent police representation on this group due to the operational impact policing mental health has on the service. The Assistant Chief Constable (ACC) with responsibility for the mental health portfolio wrote to the chair of the Kent Health & Wellbeing Board requesting membership, unfortunately this request was refused. However there is now more positive engagement with the Medway Health and Wellbeing Board.

#### Internal Governance Structures

37. The Force Mental Health Liaison Officer attends numerous regular meetings with partner agencies in order to share good practice and maintain an oversight of mental health provisions. Within the Force, mental health is a standing item on the Protecting Vulnerable Persons Board, chaired by the ACC for Central Operations. In addition, the mental health team have also submitted projects to the Demand & Innovation Board, chaired by Director of Corporate Services to ensure that the correct agency deals with members of the public that come into contact with Kent Police when in crisis and thereby reduce the demand on officer time and provide a less restrictive outcome for the caller.

## **WELFARE AND SUPPORT FOR OFFICERS/STAFF**

38. The provision of supportive mechanisms available to Kent Police officers and staff are housed within Health Services, Human Resources and are external to the mental health initiatives provided for dealing operationally with the public. Health Services offer a range of services and training initiatives in order to restore, maintain and promote mental health and wellbeing for officers and staff.

### Counselling Services

39. A confidential counselling service is in place for police officers and staff offering therapeutic support in order to improve and maintain psychological resilience and positive mental health.

40. Using statistical data collection via the CORE system, which calculates clinical outcomes; clients on average begin counselling with moderate levels of clinical psychological distress. Clients then end counselling, on average, in the healthy non-clinical range.

### Mental Health Support for Specialist Roles

41. Welfare and Counselling within Health Services provide a support and psychological screening process for specialist roles which are exposed to a higher level of emotional impact for example, Public Protection Officers and Serious Collision Investigation Unit. Level 1 is an annual face to face assessment with a counsellor. Level 2 is an annual questionnaire reviewed by counsellor.

42. Following the Shoreham Air Crash in 2015, various welfare support interventions were offered to Kent officers and staff who were deployed as mutual aid in the role of Disaster Victim Identification (DVI) staff. The DVI role is exposed to a demanding level of potentially traumatic events when deployed within Kent, across the country or internationally.

43. The nature of the role also exposes staff to a higher degree of emotional impact, therefore annual welfare assessments are completed (approximately 100 officers/staff). Welfare interventions for staff following this event led to recommendations being made to the DVI Executive Committee for mental health awareness inputs to be included in the annual relicensing course to encourage self-care and strategies, whilst on deployment, to reduce the impact of longer term psychological distress.

### Mandatory Leadership Programme in Trauma and Mental Health

44. Throughout 2015 and 2016, mandatory leadership training was carried out for all police officers at the rank of Sergeant and Inspector and police staff within middle management grades to provide psycho-education on mental health awareness and the effects of exposure to traumatic events. This training also provided a 'toolkit' for supervisors and managers to feel more equipped to be able to support their staff and themselves. Approximately 880 Kent Police employees attended the programme. In autumn 2016, over 120 employees within the Senior Leadership Teams will also receive the same training.

### Feel Well Live Well – Kent and Essex Police Wellbeing Course for employees

45. This four week training programme is designed to enhance the health and wellbeing of officers and staff. Courses are in a group setting with a mix of psycho-education and experiential single and group exercises which assist in boosting self-awareness and encourage positive coping strategies.

46. To date, in excess of 270 Kent police officers and staff have attended the course as well as 5 Essex employees. A delivery plan is in place to rollout the wellbeing course to Essex staff and continue with Kent staff as per the successful Home Office Innovation Bid by Essex Police. The funding grant is being spent on new clinical staff to deliver Feel Well Live Well and assist in the Leadership Mental Health Programme. A total of 1050 delegate places (combined Kent and Essex total) for Feel Well Live Well will need to be made available by the end of March 2017.

47. It is felt the popularity and high attendance rates of these training courses has contributed to the positive change in attitude and culture towards mental health and wellbeing.

### Health and Wellbeing Conference 2017 (Kent Police and Essex Police)

48. The Health and Wellbeing Conference is a joint, collaborative initiative to complement and promote the Kent and Essex health and wellbeing initiatives. Funding can be gained by inviting external delegates from other emergency services and those who have an interest in health and wellbeing. The conference will also provide continued professional development for peer support officers/staff.

### Breaking Down Barriers – Mental Health Campaign/ Bluelight Campaign

49. A campaign to reduce mental health stigma in the police service and encourage help seeking has just been released at the Kent Police Staff Open Day (2 July 2016). A short film has been released and features the Chief Constable and Deputy Chief Constable. The film will be accompanied by several posters released on a monthly basis. This campaign complements other initiatives like Feel Well Live Well and is supported by Mind's Blue Light Programme. Early feedback from staff is extremely positive.

### Trauma Risk Management (TRiM)

50. A risk management process is in place to identify officers/staff that are more likely to develop longer term mental health issues as a result of a potentially traumatic event at work. It also looks to reduce the stigma of mental health issues and ease access to support. Kent Police has 95 TRiM Practitioners of which approximately 60% are active at any one time.

51. In 2015, TRiM Practitioners completed 343 TRiM interventions in the form of TRiM briefings to staff and individual risk assessments. So far this year, 70 interventions have been completed. On average, 12 officers/staff are referred in to Welfare and Counselling per year following the TRiM process for psychological treatment/support.

### Health and Wellbeing Champions

52. Health and Wellbeing Champions were developed in East Division in 2014 as a need was identified for a peer support system to signpost staff to the appropriate support for various different reasons affecting their physical and mental health. These volunteers, over 30 in number, are police officers and staff and are still active in this role. This has now been rolled out to North and West Division and continues to be implemented across the Force.

### Occupational Health

53. Occupational Health focuses on the promotion, protection and maintenance of the physical, mental and social well-being of individuals in all roles in the Force by;

- Promoting and supporting optimum health and well being
- Minimising the risk of injury at work by supporting the Force risk assessment processes and following up incidents with investigation and support
- Supporting employees to maintain regular and effective attendance at work
- Consideration of the Equality Act 2010 and advising management on reasonable and appropriate adjustments at work both temporary and permanent
- Helping to reduce the personal, social and financial effects of ill health

54. Kent Police offers a wide variety of supportive, therapeutic and developmental interventions to both staff and officers in order to improve and maintain organisational mental health and wellbeing. This provision and support is on both a mandatory basis for those with a line management responsibility, in order to appropriately support their team members and a voluntary basis for personal resilience and mental health promotion and wellbeing.

## **FUTURE THREATS, RISKS AND OPPORTUNITIES**

### The Policing and Crime Bill 2016

55. This piece of legislation is currently progressing through Parliament with a target date for Royal Assent being April 2017. Contained within this bill are changes to powers under the Mental Health Act 1983;

- Further reduce the use of police stations as a place of safety by stating that they can never be used in the case of under 18s, and making provision for their use to be restricted to exceptional circumstances in the case of adults, exceptional will mean-exceptional violence that cannot otherwise be managed in a healthcare setting.
- Reduce the maximum time period for which a person can be detained under Section 135 or 136 from 72 hours to 24 hours (with an extension to 36 hours possible exceptionally).
- Require the police to consult a health professional (where practicable) before detaining a person under Section 136.

56. This piece of legislation will bring great challenges to both police and partner agencies especially when it comes to the current overuse of police cells as a place of safety solely around lack of capacity.

57. There is no current service provision for persons that are under the influence of either drugs or alcohol, and whom are not presenting as having committed a crime, but are in need of immediate intervention and safety, in order to ascertain the nature and degree of any social needs or mental illness. This gap leads to an increased use of Section 136 and lower conversion rates of these detentions subsequently after assessment under the Mental Health Act.

58. It was agreed at the Concordat Steering Group in March 2016 that an alternative provision would be developed in line with the changes that the Policing and Crime Bill would impose on service provision.

Section 136 (1983 Mental Health Act, 2007)

59. As mentioned within this paper there has been an increase in the number of Section 136 detentions under the Mental Health Act. This increase has led to partners being unable to assess patients in a timely manner which in turn has led to protracted waits for officers, either in car parks, Accident & Emergency departments or in custody. In the longer term, if partners are unable to provide adequate safe environments for those requiring mental health interventions there is a risk to police resources in order to ensure that those requiring care and control are safeguarded.

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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 – 8<sup>th</sup> September 2016

Subject: Independent members - possible allowance payment

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## 1. Background

- 1.1 Police and Crime Panels are required to appoint at least two independent members. The process of appointment is for each Panel to decide but the aim is to bring additional skills or knowledge to the work of the Panel. The Kent and Medway Panel appointed two independent members in 2012 following a process of advertisement and interview. The Panel decided at its last meeting to extend the term of appointment of the current independent members until June 2020.
- 1.2 In 2012 the Panel decided that independent members should be reimbursed necessary expenses but decided at that time not to give them an allowance. The 2 current independent members have asked the Chairman whether that decision could be reviewed. The Chairman asked officers to research allowance practices followed by other Panels and to bring a report to the Panel for decision.

## 2. Practice elsewhere, Home Office and Local Government Association (LGA) guidance

- 2.1 Officers have contacted a number of other Panels, including Kent's nearest neighbours, to establish their practice and the responses are summarised at Appendix A. Of the 10 Panels that provided information, three pay an allowance of varying amounts, six pay expenses only and one is reviewing the position. Some Panels have referred the issue of allowances for independent members to the Host Authority's Independent Remuneration Panel for consideration. Cumbria's Panel is conducting a review of its own and has contacted twenty-one Panels, of which seven pay an allowance to independent members, averaging £700 per annum. It is not known whether the Cumbria survey includes Panels contacted by Kent officers or not.
- 2.2 The conclusion to be drawn from both Kent officers' contacts and the Cumbria survey is that payment of an allowance is made in a minority of cases, probably around a third of Panels. Where payment is made, it is typically around £600-£700 per annum.
- 2.3 The Home Office provides a grant to the host authority of each Panel which is intended to meet the running costs of the Panel. These costs include expense payments to members, the administrative cost of supporting the Panel and officer advice to the Panel. In Kent this grant is currently £64,000 per annum of which less than half has been spent in each of the last 2 years. The Home

Office offer no specific guidance on whether independent members should receive an allowance in addition to claiming expenses and suggests that this matter should be decided locally by the Panel. In a letter to Panels in 2012 the Home Office stated that the grant “includes £920 per member of the Panel (including additional co-optees) to fund the same expenses as the other members of the panel”.

- 2.4 LGA guidance issued to Panels in 2012 stated “It is envisaged that all co-optees will be paid the same expenses as for any other joint scrutiny committee”. The LGA also pointed out “There is no requirement to pay allowances to co-opted members and it is left to authorities to decide if they should be paid”.

### **3. Considerations**

- 3.1 It is clear from the research that there is no standard practice which the Kent and Medway Panel could adopt and no specific guidance which the Panel could apply. If the Panel wishes to follow the approach adopted by the majority then no allowance would be payable.
- 3.2 Councillor members of the Panel attend as part of their duties as a councillor for which they already receive an allowance from the relevant local authority. There is no equivalent provision for independent members, although the time commitment is similar. However, the offer of appointment was made on the basis of expenses only and was accepted on that basis.
- 3.2 If the Panel is minded to give an allowance then, the practice of other Panels has been to base the allowance on the rate paid by the host authority to independent members of Council Committees. KCC pays an allowance of £500 to independent members of its Committees plus an attendance payment of £100 per day. However, none of the Panels contacted by officers pays a daily attendance rate so members may feel they do not wish to create a precedent in this regard.
- 3.3 It is suggested that, if the Panel wishes to give an allowance to independent members it applies the standard KCC co-optee payment of £500 per annum, although this appears to be slightly lower than the rate paid by other Panels. The allowance would then be reviewed whenever the KCC rate is reviewed. A sum such as this could readily be accommodated within the Home Office grant so would not increase costs for the host authority or any other Council.

### **4. Recommendation**

- 4.1 That the Panel consider and agree the following:
- whether to award an allowance to independent Panel members
  - the size of the allowance (if awarded)
  - the timeframe of subsequent allowance reviews

4.2 Draft amendments for the Terms of Reference required to enact the above decisions may be found in Appendix B.

**Contact:** Anna Taylor/Joel Cook Tel: 03000 416478/416892

Mike Campbell Tel: 03000 413346

## **Appendix A**

### **Payments to independent members of Police and Crime Panels - practice around the country**

<b>Panel</b>	<b>Payment arrangements</b>	<b>Comments/explanation</b>
Nottinghamshire	£594 per annum	Same payment as to other Statutory co-optees
Cumbria	Expenses only at present but are reviewing the position	
Leicestershire	£1000 per annum	
Devon and Cornwall	Expenses only	
West Midlands	Expenses only	
Sussex	Expenses only	
Hampshire	£675 per annum	Same payment as for independent members of other Committees
Essex	Expenses only	
Surrey	Expenses only	
Lancashire	Expenses only	

## **Appendix B**

Current Terms of Reference in relation to allowances:

**7. Allowances sch6 para 28 (*must make provision about payment of allowances – for local determination*)**

7.1 Each council has the discretion to pay allowances to its representatives on the Police and Crime Panel. Any allowances payable to elected Members shall be determined and borne by the appointing councils.

7.2 The Host Authority, on behalf of the Police and Crime Panel, may pay an allowance to co-optees if this is agreed as part of the annual budget approved by the Police and Crime Panel.

Proposed amendment to ToR:

- 7.2 The Host Authority, on behalf of the Police and Crime Panel, will pay an allowance to Independent Co-optees of £ (*Decided by Panel*).
- 7.3 Provision of allowance to Independent co-optees will be reviewed (*insert timeframe*)

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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 – 8<sup>th</sup> September 2016

Subject: Panel Communications protocol

## 1. Introduction

- 1.1 At its initial meeting in September 2014 the Panel reviewed its Communications protocol. The Protocol sets out the arrangements for the Panel to deal with the press and other media and also set out the arrangements for liaison on press and media comments with the Police and Crime Commissioner's office. The panel agreed that this protocol should be further reviewed in 2 years' time.

## 2. Review

- 2.1 Panel officers have reviewed the document agreed by the Panel, and have consulted the Office of the Police and Crime commissioner. The review has not identified any need to change the basic principles or general arrangements set out in the protocol as they remain appropriate. In fact the protocol has only been used on one occasion - the Panel's response to the TV documentary made by the previous Commissioner. The level of media interest in that matter led to requests for various Panel members to make statements or give interviews. It is suggested that, to assist Panel members, paragraph 1.2 be amended to make clear the capacity in which any Panel member, other than the Chairman or Vice-Chairman, makes statements to the media.

2.2 It is good practice to review all policies and protocols at regular intervals. As this review has not identified any significant issues or need for major change it is recommended that this protocol by reviewed again by the Panel in 3 years' time.

## **Recommendation**

3. That the Panel agrees the revised Communications Protocol at Appendix A and asks the officers to undertake a further review in September 2019

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

# **Communications Protocol for the Kent and Medway Police and Crime Panel**

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**Summary:** This protocol has been written as a basis for all public communications between the Kent and Medway Police and Crime Panel and the media. It also takes into consideration the sharing of information between the Kent and Medway Police and Crime Panel and the Kent Police and Crime Commissioner.

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## **1. Protocol**

- 1.1 The Chairman of the PCP (except in his absence, the Vice Chairman) is the official spokesperson for the panel. This will only change if a specific spokesperson from the panel has been approved in advance by the Chairman.
- 1.2 Other panel members may only present personal views or the views of their own Council on a matter relevant to the Panel and this should be in line with their own authority's protocol for communicating with the media. A copy of any statement should be sent to the Kent County Council press office and the Communications Manager at the Office of the Kent Police and Crime Commissioner.
- 1.3 As host authority, Kent County Council's press office will respond to day-to-day enquiries from the media by issuing statements and/or arranging interviews with members or officers as appropriate. This will take place following discussions with the Chairman and Vice Chairman of the Panel and Head of Democratic Services at Kent County Council.
- 1.4 Both the Panel and Commissioner may issue their own statements / comments following panel meetings.

## **2. Publication of Agenda and Minutes**

- 2.1 Panel agendas and minutes will be published on the Panel's page on KCC's website and a link sent to all other local authorities who appoint Members to the Panel and other interested parties, including the Commissioner's office.
- 2.2 Dates of meetings and agenda items will be shared with the Commissioner's Office in advance. This information will then be published on both KCC's website and through other communications channels.
- 2.3 After the meeting any Panel external communication plans will be shared in advance with the Commissioner's Chief of Staff e.g. any planned interviews, announcement of key decisions, and timings to ensure a joined up approach.

### **3. Ownership of policy**

3.1 This policy owned by the Kent and Medway Police and Crime Panel.

Next review date: September 2019

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**Police and Crime Panel Forward work programme (as at 8<sup>th</sup> September)****15<sup>th</sup> November 2016**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Budget planning for 2017/18 - initial thoughts	Requested by Panel	PCC
Use of mobile technology and emergency services communication systems	Proposed by PCC	PCC

**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**

Items will be added to this and future agendas once the PCC has presented his Police and Crime plan for 2017-2020.

**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

**September 2017**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
PCC's Accounts 2016/17	Statutory requirement	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Governance Board minutes

Kent Police & Crime  
Commissioner

*'Your security is my priority'*

# Record of Decision

**ORIGINATOR:** Chief Finance Officer

**REFERENCE:** OPCC.D.005.16

**TITLE:** Procurement of External Audit services for 2018/19 onwards

**OPEN  CONFIDENTIAL**

***Reason if Confidential:***

Click here to enter text.

## **EXECUTIVE SUMMARY**

At the current time and up to and including the accounting year 2017/18, the External Auditor to the Kent Police 'Group' account (i.e. combined PCC and Chief Constable operations) and the Chief Constable's separate account forming part of the group account is Ernst and Young. They were appointed by the Audit Commission, who procured and managed the appointment and consequent fees for local authorities, including police. On its demise, in March 2015, those responsibilities transferred to an independent company established by the Local Government Association until current contracts end.

The PCC and Chief Constable need to have appointed an external Auditor by 31 December 2017, for the 2018/19 audit year.

In reality, the professional requirement means the firms able to undertake the work will be of national standing with extensive experience directly or in related fields, limiting it to a relatively small number. Furthermore, the legislation places somewhat onerous responsibilities on appointing panels which further limits any possible attraction to procuring and organising a local appointment process.

The most efficient process would be to join a national sector led procurement. The Local Government Association are seeking to do just that for local councils, but including police and fire in the offer.

This is clearly more efficient and it is anticipated that the price secured will be considerably keener and the procurement cost much less than if the PCC tried to do something individually.

## **RECOMMENDATION**

The Commissioner is strongly advised to adopt a sector led approach to appointing an External Auditor.

## **DECISION**

To join a sector led approach to appointing an External Auditor.

**Chief Finance Officer:***N/A.***Comments:**

Signature: ..... Date: .....

**Chief of Staff:**

Comments: Commissioner, I fully support the joint movement of the external audit service. This is likely to be the most cost efficient and effective use of public money.

Signature: *A. Harper* Date: *26/8/2016***POLICE AND CRIME COMMISSIONER FOR KENT**

Comments: I believe this is a good approach, is cost effective and value for taxpayers' money.

Signature: *M. Doherty* Date: *26/8/16*

<b><u>BACKGROUND DOCUMENTS:</u></b>	Local Government Association proposal with overview of various options.
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**IMPACT ASSESSMENT:**

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

Supports delivery of the Commissioner's Six Point Plan by ensuring financial matters are properly administered and compliance with Financial Regulations.

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 decision is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.

# Record of Decision

**ORIGINATOR:** Head of Policy  
Coordination & Research

**REFERENCE:** OPCC.D.006.16

**TITLE:** Mind project – Force Control Room

**OPEN  CONFIDENTIAL**

**Reason if Confidential:**

Click here to enter text.

## EXECUTIVE SUMMARY

It is nationally recognised that calls to police are often made by people in some form of mental health crisis, as the police service is one of few organisations that answer calls 24/7. To try and reduce demand on Kent Police and provide a more appropriate response to vulnerable people, a pilot project in conjunction with Mind has been trialled. It was introduced to deal with vulnerable people who contact the Force Control Room but do not require police attendance, but may benefit from talking to a Mind Wellbeing worker who can sign post them to appropriate services/organisations.

Initial funding has enabled the project to operate 2 shifts per week from December 2015 to September 2016, but after this it is unlikely that local or national Mind will provide funding. By being able to refer calls to the Mind worker, the pilot has reduced demand on Force Control Room call takers and reduced the demand on police patrols to attend incidents involving those with mental health issues. The project also represents a national first for a charity working in an operational policing environment, and as such there has been much national interest. The project is recognised within the Mental Health Crisis Care Concordat and has also been nominated for a National Positive Practice in Mental Health Team Award 2016.

By providing £40k funding, the project can continue for another year, and wider proactive opportunities explored.

## RECOMMENDATION

The Commissioner is recommended to provide £40k funding to extend the pilot for another year and enable wider opportunities to be explored.

## DECISION

To provide circa £40k funding to enable the project to continue and wider opportunities to be explored.

**Chief Finance Officer:**

Comments:

N/A

Signature: ..... Date: .....

**Chief of Staff:**

Comments: Commissioner, this fully supports one of your own documented priorities, and targets. Supporting these in mental health crisis whilst reducing demand on Police. The pilot will help establish what does and does not work in this challenging area. I fully support.

Signature:  Date: 26/8/2016**POLICE AND CRIME COMMISSIONER FOR KENT**

Comments: This supports my priorities for addressing the pressure on Kent Police resources and improving our approach. I hope that the proactive element of this plan will be of benefit, as proposed.

Signature:  Date: 26/8/16**BACKGROUND DOCUMENTS:**

Cost benefits analysis of project.

**IMPACT ASSESSMENT:**

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

Supports delivery of the Commissioner's Six Point Plan by providing an alternative for dealing with mental health issues and reducing resourcing demands. Also ensures those with mental health issues have access to more appropriate support.

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 project provides greater support to any caller who may have mental health issues. 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:** Chief of Staff

**REFERENCE:** OPCC.D.007.16

**TITLE:** Interim s151 Officer

**OPEN  CONFIDENTIAL**

***Reason if Confidential:***

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## **EXECUTIVE SUMMARY**

Every PCC outside of London is required to appoint a person to be responsible for the proper administration of their financial affairs, referred to as the Chief Finance Officer. The Financial Management Code of Practice for the Police Forces of England and Wales sets out the responsibilities of the Chief Finance Officer (or s151 Officer).

As the statutory roles of Monitoring Officer and Chief Finance Officer cannot be combined, it follows that the roles of Chief of Staff and Chief Finance Officer cannot be combined.

There is a period between the current Chief Finance Officer's departure and the proposed new Chief Finance Officer's start date, when the Office of the Commissioner will effectively be without a s151 Officer.

As it is only for a short period, to advertise and recruit externally is considered not appropriate – the individual would not be effective quickly enough.

It is considered more appropriate to approach the Chief Constable and seek agreement for his Chief Finance Officer to fulfil s151 Officer responsibilities during the interim.

## **RECOMMENDATION**

The Commissioner is recommended to seek agreement, that for the interim period, the Chief Constable's Chief Finance Officer can fulfil s151 Officer responsibilities.

## **DECISION**

To seek agreement for the Chief Constable's Chief Finance Officer to fulfil s151 Officer responsibilities.

**Chief Finance Officer:**

Comments:

*N/A.*

Signature: ..... Date: .....

**Chief of Staff:**

Comments: The PCC has completed a full recruitment process for a replacement CFO. A confirmation hearing for the successful candidate is set for 8<sup>th</sup> August 2016. The period between the new appointment and Mr Nolan leaving was small and therefore neither cost effective or efficient to appoint an interim.

Signature: ..... Date: .....

*A. Parker**06/8/2016***POLICE AND CRIME COMMISSIONER FOR KENT**

Comments: following a completed CFO recruitment process, I believe that this approach reduces cost to the taxpayer and ensures we meet my legal obligations.

Signature: ..... Date: .....

*M. Scott**26/8/16***BACKGROUND DOCUMENTS:** None.**IMPACT ASSESSMENT:**

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

Supports delivery of the Commissioner's Six Point Plan by ensuring continued proper administration of finances and Value for Money in the use of public funds.

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 interim proposal supports effective governance and is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.

# Meeting Notes

<b>Title:</b>	Kent Police and Crime Commissioner's Governance Board
<b>Date &amp; time:</b>	Tuesday 2 August 2016, 10.30am
<b>Venue:</b>	Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ
<b>Attendees:</b>	<b>Office of the Kent Police and Crime Commissioner:</b> Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief of Staff), Sean Nolan (Chief Finance Officer) <b>Kent Police:</b> Chief Constable Alan Pughsley, Deputy Chief Constable Paul Brandon

## 1. Welcome & Introduction

The Commissioner welcomed everyone to the Governance Board.

## 2. Notes of Previous Meeting

The meeting notes from the Governance Board on 5 April 2016 were noted as a true and accurate record. There were no actions.

## 3. Policing and Mental Health Provision

The Chief Constable provided a summary of the supporting paper, [Policing and Mental Health Provision](#).

The following points were raised and discussed:

- The Commissioner expressed concerns at the demand mental health issues was placing on Kent Police officers/staff and the service provided to the public. The Chief Constable welcomed the discussion around mental health and policing within the county, including the wellbeing of officers/staff.
- Kent Police spend one third of their time dealing with individuals with mental health issues.
- Whilst recognising the demand and difficulties, the Chief Constable was complimentary of how officers/staff manage individuals in line with s136 of the Mental Health Act.
- The Chief Constable explained that the police can detain individuals in custody for up to 72 hours under s 136, but this was due to reduce to 24 hours under The Policing and Crime Bill 2016..
- The Chief Constable and Commissioner agreed the police should be the last resort as a place of safety for those with mental health issues; however there was limited secure accommodation available in Kent.
- Kent Police have requested a seat on the Kent Health and Wellbeing Board, unfortunately this was declined. The Commissioner said that he may be able to speak to the chair to stress the importance of having a Kent Police representative on the board. The Chief Constable thanked the Commissioner for his kind offer.
- The Commissioner asked why detentions under Section 136 were increasing. The Chief Constable stated that the police are often the service of last resort, available 24/7 and more accessible than other agencies through a range of channels, including the non-emergency 101 telephone number.
- The Chief Constable also stated that Kent Police often come into contact with the same individuals, with approximately 10-15% being repeat presenters each month.

- The Commissioner asked what impact the Bracton Centre in Dartford is having on Kent Police resources. The Chief Constable stated that the centre mainly houses individuals from London and that the Force receives around 100 calls to the centre each year – impacting on the service residents on the border receive from their local policing teams. The Chief Constable stated that workshops with partners are taking place to improve the provision of mental health services within North Kent.
- The Commissioner asked how he can help reduce the demands of mental health on Kent Police and ensure those individuals in need receive the most appropriate support. The Chief Constable said that it was important to ensure officers/staff could access mental health experts internally; the increased use of technology was pivotal to more effectively managing demand; and since the new police website will help direct individuals to services, there was a need to re-educate the public on how best to interact with Kent Police.

#### **4. Managing 101 Call Demand**

The Deputy Head of Crime and Incident Response, Carol Norfolk, gave a presentation on [managing 101 call demand](#) and the following points were discussed:

- Using 2010 as a baseline for the statistics, the Force Control Room (FCR) had seen a 38% increase in calls in 2015. It was suggested that this was primarily due to Kent Police's increased accessibility and increased public confidence.
- Fewer calls take place between 0000-0800hrs than any other time of day. The majority of calls are received within office hours (9am-5pm).
- Cuts to front line call-handlers have not been made.
- There was a technical fault in the reporting system which has caused discrepancies in the data between November 2015 and June 2016.
- Callers are seeing a reduction in wait time, which on average is now less than three minutes.
- The call duration has increased since 2010, which is the result of operators providing an improved service. In particular, the recent implementation of the THRIVE model (Threat, Harm, Risk, Investigation, Vulnerability & Engagement) whilst having a positive impact on service provision, has increased the length of calls.
- It was confirmed that 999 calls always take precedence over 101 calls and that a 999 call will always be answered.
- The FCR has a high turnover rate; 44% of staff leave within their first year. It can take up to 12 months for a member of staff to become fully competent in the role. The Chief Constable stressed the importance of making staff members feel valued in the organisation.
- The satisfaction rate for calls to the FCR is 91.3%, with operator service at 89.5%.
- Out of all the complaints received by Kent Police in May, June and July 2016, only 0.00015% regarded the length of time an individual waited for their 101 call to be answered.
- The interactive voice response has been effective in reducing demand on the front line service.
- The website will be useful in signposting members of the public to other services that may be able to assist them.
- There will be a web chat feature on the website in the future, allowing staff members to respond to multiple conversations at once.
- There are a number of repeat callers with mental health problems. In May 2016, there were 33 callers who made 511 calls. Many of these calls were directed to the Mind counsellor who is currently based within the FCR.
- The funding for the Mind counsellor ceases at the end of September 2016. The Force is currently preparing a business case to extend the funding for a further year for the Commissioner's consideration.

## **5. Tackling Rural Crime**

The Chief Constable provided a summary of the supporting paper, [Tackling Rural Crime.](#)

The following points were raised and discussed:

- Kent Police have a dedicated Rural Task Force of 30 officers to ensure rural areas receive a good policing service.
- Kent Police in collaboration with the Crime Rural Advisory Group (CRAG) have developed the Country Eye app to allow users to record and share information. This app, supported by work with the local communities and volunteers, has improved the service for those in rural areas.
- The Commissioner asked whether the new 'phablets' would enable officers to stay in communities without having to return to police stations to complete paperwork. The Chief Constable said that the 'phablets' will be issued to all frontline officers/staff by the end of November 2016. He also said that they will assist in keeping officers on the street, but unfortunately will not replace those officers the Force has lost due to cuts in funding.
- The Commissioner queried response times in rural areas. The Chief Constable stressed the importance of officers arriving safely in order to provide a good service, and that the setting of a target could lead to accidents and/or fatalities. He stated that officers usually arrive within 20 minutes and this is acceptable.
- The Commissioner asked how Kent Police engages with parish councils and local residents. The Chief Constable explained that the Force produces the Rural Matters magazine, and there is considerable engagement via the local Community Safety Units and Community Policing Teams.

## **6. Emerging Risks & Cross Border Crime**

The Chief Constable provided a summary of the supporting paper, [Emerging Risks & Cross Border Crime.](#)

The following points were raised and discussed:

- Child Sexual Exploitation (CSE) is a priority for Kent Police. There is a multi-agency team dedicated to CSE. The team is working together closely to ensure victims of CSE are safeguarded and produces monthly missing reports.
- Multiagency boards take place in collaboration with Kent Police and KCC to help deliver the best quality of service.
- The Serious Crime Directorate (SCD) provides a great service in relation to cross border crime. They work with the Metropolitan Intelligence Bureau (MIB) along with the National Crime Agency (NCA), as well as having an officer embedded within the UK Border Agency (UKBA).
- Kent Police recognise that in other countries, corruption within the police maybe a reality. Therefore, those involved in modern slavery may not appreciate or trust the police when they try to help them.
- The Commissioner stated that at a recent community visit, he discovered there was a public perception that gangs do not exist in Kent.
- Kent Police work closely with the Metropolitan Police to tackle gang criminality within the county.
- Kent Police Serious Crime Directorate (SCD) are working with agencies such as the UKBA and French authorities to effectively police criminals entering and exiting the UK through Kent's ports.

## **7. Financial Monitoring**

The Deputy Chief Constable provided a summary of the supporting paper, [Financial Monitoring & savings Update](#).

The following points were raised and discussed:

- Due to resourcing demands, Kent Police will be retaining PCSOs and bringing the strength up to 300 officers and have launched a recruitment drive to fill 46 vacant posts.
- The capital budget for 2016/17 was endorsed at the Police and Crime Panel in early 2016.
- The revenue budget is currently being forecast and will include any underspend carried forward from 2015/16.
- Following the EU Referendum in June 2016, there is some uncertainty about the possible impact on public finances, including the police budget.
- Kent Police delivered £5.6m in savings against the £8.7m required to balance the 2016/17 revenue budget. This puts the Force in an advantageous position for subsequent year's saving plans.

## **8. HMIC & Other Inspection Report(s) and Performance Update**

The Deputy Chief Constable provided a summary of the supporting paper, [Force Performance and HMIC & Other External Inspections Update](#).

The following points were raised and discussed:

- A copy of the [Quality Performance Framework](#) had been circulated with the paper.
- The Deputy Chief Constable chairs the Force Performance Committee which addresses HMIC reports and recommendations.
- Kent Police has developed a good relationship with HMIC and is currently awaiting their latest inspection report.
- The number of burglaries in Kent has reduced significantly.
- The Force is currently undertaking work to review the process for managing outstanding offenders.
- The Commissioner stated that he was pleased with Kent Police's performance and determination to put the victim first, do the right thing and constantly improve.
- The Commissioner said that when he has visited police stations, he has taken the opportunity to ask front counter staff what is reported to them most often and frequently the answer has been domestic abuse. The Deputy Chief Constable confirmed that tackling domestic abuse is a priority for Kent Police.
- The Force is monitoring the charge rate for domestic abuse offenders and has recently provided guidance to all officers/staff on relevant policies. The Force is looking to provide the best service to the victim, removing the offender from the situation to reduce the risks and safeguard the victim.
- The Commissioner said that body worn video is a very useful tool, particularly in relation to domestic abuse incidents where the victim may be too traumatised or scared to pursue the matter.
- The Commissioner asked if the Force had seen an increase in domestic abuse against men or other groups (e.g. Lesbian, Gay, Transgender communities). The Deputy Chief Constable said that there had been an increase, and all victims receive the appropriate support and safeguarding interventions.

## **9. Update on Significant Operational Matters**

The Chief Constable provided the following updates:

- In relation to the violent protest in Dover at the beginning of the year, 74 individuals had now been arrested and 57 charged. To date, offenders had received a total of 20 years imprisonment.
- Following a spike in sexual offences and robberies in the Medway and Whitstable areas during 2015, Kent Police identified an offender using Tesco's vouchers that were found out of place near the scene. 90 victims were subsequently identified and following a 5 week trial, the offender was convicted of 47 offences, receiving life imprisonment.
- In relation to the investigation into General Election expenses in South Thanet, the Chief Constable said that it is on-going matter which is led by the Serious Crime Directorate. It will be concluded in due course, but as an operational matter, he could give no further update.
- Following Brexit, hate crime had increased by around 5%, but it should be noted that they are relatively small numbers.

The Commissioner thanked the Chief Constable and the Deputy Chief Constable for the papers and for presenting them. He also thanked Carol Norfolk for her presentation.

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