

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 15th November, 2016, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/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 Samir Jassal	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	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 8 September 2016 (Pages 3 - 10)

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

- B1 Support for Victims (Pages 11 - 14)
- B2 Update on expenditure to support the Police and Crime Plan (Pages 15 - 16)
- B3 Mobile Policing & Emergency Services Network (Pages 17 - 20)
- B4 Mental Health - verbal update

### **C - Questions to the Commissioner**

### **D - Commissioner's Decisions**

- D1 Commissioner's Decisions - 008 - 010 (Pages 21 - 26)

### **E - Panel Matters**

- E1 Future work programme (Pages 27 - 28)

## **EXEMPT ITEMS**

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

John Lynch  
Head of Democratic Services  
03000 410466

**Monday, 7 November 2016**

**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 Thursday, 8 September 2016.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr P Clokie, Cllr F Gooch (Substitute for Cllr F Wilson), Cllr A Horton, Cllr K Morris, Cllr Sloan, Cllr P Todd, Mr R A Latchford, OBE, 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 P Curtis (Chief Finance Officer - Kent Police)

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

**UNRESTRICTED ITEMS****187. Minutes of the Police and Crime Panel held on 14 June 2016**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 14 June be signed by the Chairman as an accurate record.

**188. Confirmation Hearing - Commissioner's Chief Finance Officer**

*(Item 5)*

1. The Panel was provided with a report by the Commissioner in advance of their meeting. That report set out the Commissioner's proposed job description and person specification for his Chief Finance Officer and explained the recruitment process in detail. The report advised the Panel that, at the conclusion of the selection process, the Commissioner proposed to appoint Mr Robert Phillips and set out the reasons for this proposal. The Panel was satisfied that this report provided them with the information set out in Schedule 1(9) of the Police Reform and Social Responsibility Act 2011.
2. The Panel noted that the Commissioner had advertised nationally and locally and had decided, on grounds of value for taxpayers' money, not to use a recruitment agency. The Panel noted that 11 applications had been received, which they felt was a good number, and that 4 were shortlisted, although one unfortunately withdrew before the interview stage. The Commissioner advised the Panel that he felt Mr Phillips was very well suited to the role, had a great deal of relevant experience, and that he had particularly welcomed Mr Phillips' positive approach to collaboration.
3. The Panel heard from Councillor Todd, who had observed the interview process at the invitation of the Commissioner. Councillor Todd said that 3 high

calibre candidates had been robustly and fairly tested through the selection process and that he commended the proposal to appoint Mr Phillips.

4. Mr Phillips described to the Panel his extensive background in a variety of local government finance roles and his experience as Deputy Chief Finance Officer to 2 PCC's.

RESOLVED that the Panel support the Commissioner's proposed appoint of Mr Phillips as Chief Financial Officer.

### **189. Updated Police and Crime Plan**

*(Item 6)*

1. The Panel were provided with the Commissioner's draft updated Police and Crime Plan, together with a report explaining the main changes. The Panel were satisfied that the draft Plan met the legal requirements placed on the Commissioner. The Panel noted that, as the plan was being introduced partway through the year, the budget and medium-term financial strategy were unchanged.
2. The Panel noted that the updated Plan honoured the commitments made in the previous Plan for commissioning allocations to Community Safety partnerships and others. The Panel also noted that the updated Plan contained changes to governance arrangements with an increased focus on the Commissioner's Governance Board, where the Commissioner holds the Chief Constable to account in a meeting held in public. The Panel noted the Commissioner's invitation to all Panel members to attend meetings.
3. The Panel noted that the updated plan was based on the six-point Plan put forward by the Commissioner during the election and that mental health was a "golden thread" running through the Plan.
4. The Panel noted that value for money appeared to be given a higher priority than in the previous Plan and asked what the Commissioner intended. The Commissioner explained the collaboration work being undertaken with Essex in relation to back office work and also drew attention to the options to collaborate more closely with Kent Fire and Rescue Service. The Commissioner also commented that he saw opportunities to work more closely with other police forces and partners, referring in particular to the KCC Community Warden service.
5. The Panel asked whether the budget still contained provision for additional firearms officers, as provided for in the previous Plan. The Commissioner confirmed that funding for 24 additional officers remained in the budget, and it was an operational decision for the Chief Constable whether he chose to recruit a higher number. The Panel noted that the Commissioner was working with the

Chief Constable to encourage officers to consider volunteering for this role but noted the difficulties as other Forces were also seeking additional officers.

6. The Panel asked about the proportion of the pay budget that was spent on overtime and asked whether this money could be better spent on additional officers. The Commissioner explained that, of the £258m pay budget, approximately £5m related to police officer overtime and £1m related to police staff overtime (including PCSO's). The Panel felt this was a very low proportion and that it could be shown separately in the budget to highlight the relatively low proportion.
7. The Panel noted with approval the emphasis in the Plan to increase the visible presence of police officers, noted the intention to recruit police officers and asked whether this was replacing losses or was a net gain. The Commissioner confirmed that this would enable a net gain of personnel to officer strength of 3260 and PCSO strength of 300, based on current expected funding.
8. The Panel pointed out that the Commissioner's priorities, based on his six-point plan, placed emphasis on local policing, which they felt probably reflected the priorities of local people and asked about the Commissioner's commitment to national priorities and strategic policing issues. The Commissioner explained that he was fully committed to national priorities and that he felt that local people would also understand Kent's strategic position and the need to devote resources to counter terrorism and other national priorities.

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

### **190. Accounts 2015/16 - Statutory Requirement**

*(Item 7)*

1. The Commissioner introduced the report on historical accounts for information as it was a statutory requirement and that consideration by the panel of previous funding arrangements would be helpful in his long term financial planning. Since taking office, the Commissioner had met with the external auditors to scrutinise the historic accounts and was pleased to report that 6 weeks ahead of schedule, the 2015/16 accounts had been approved with an unqualified opinion.
2. Responding to Panel questions regarding use of Reserves, the Commissioner explained that the majority had been earmarked for use on specific projects in relation to larger revenue and capital investment programmes, while a smaller amount was planned for re-investment into core frontline policing. It was anticipated that almost all the earmarked reserves would be spent by 2020.
3. Paul Curtis (Kent Police's Chief Financial Officer) explained that 10% of reserves were always maintained for addressing additional risk factors, managing change and taking advantage of unplanned policing opportunities. Mr Phillips advised the Panel that the level of reserves held by Kent were not excessive and that many other Forces maintain higher levels.

4. Responding to questions from the Panel, Mr Curtis explained that the pension deficit of £3bn related to the complicated calculations of Actuary Valuations and that these had been significantly impacted by market instability. Work was ongoing to monitor this issue and manage it accordingly.

RESOLVED that the Panel note the Accounts from 2015/16.

### **191. Mental Health Strategy - Initial Thoughts** *(Item B1)*

1. The Commissioner advised the Panel that he was pleased to have the opportunity to explain why mental health was such an important topic and why he was keen to focus on its relationship with Policing during his time as Commissioner. He described mental health as the 'golden thread' of how he wants to improve policing, given that it is so heavily involved in a large amount of policing activity. The Commissioner gave an example showing that dealing with one case of significant mental health issues could occupy two Police Constables for their entire shift, preventing them from dealing with other calls from the public or undertaking any kind of meaningful neighbourhood policing. The Commissioner was concerned that the support and interventions for people suffering from mental health were available from the agencies responsible for providing them, but they do not have the capacity to meet the demand and manage the issues effectively.
2. The Commissioner further explained that current estimates suggest that 33% of all police time is spent dealing with mental health issues. To address this, he has already set up a system of employing representatives from the mental health charity, MIND, to work in the Force Control Room to offer support and assistance at the peak times for when such issues present. The Commissioner explained that he had been working with partners across Kent and that the CEO of the Kent and Medway Partnership Trust is very committed to working with the Police on joint mental health plans. Similarly, the Commissioner stated that he was planning to set up a Mental Health Board to link with partners both locally and nationally. A capital bid has been submitted to the Department for Health (as part of a tranche of bids relating to s136) and that this will be supported through some revenue support from his office and the Clinical Commissioning Groups.
3. To highlight the growing issue, the Commissioner advised that Panel that s136 detentions (where a person is detained on the grounds that their mental health presents a risk to themselves or others), are increasing year on year. However, from 2017, Police custody cells would no longer be a legal option for such detention for adults except in extreme circumstances and never for children. As a result, the responsible organisations would need to develop and manage legally compliant alternatives. He explained that this would not mean that Kent Police had no involvement with working with people with mental health issues but he was encouraged that there were already many positive internal discussions taking place regarding improved plans for managing mental health better in terms of how it impacts on policing.
4. The Panel welcomed the Commissioner's initial thoughts on his Mental Health Strategy and expressed broad support, particularly the use of MIND staff in the

Force Control Room at times of peak demand for mental health related police support. It was suggested that the Commissioner should involve the Clinical Commissioning Groups as much as possible to share good practice and resources where possible, in addition to working on joint bids for funding.

5. Responding to additional questions, the Commissioner explained that he was optimistic that close working with KMPT would help raise awareness of this key issue and attract support from relevant bodies. Additionally, he advised the Panel that he was aware of the need for good training for Officers and staff on how to deal with mental health issues effectively, both in terms of members of the public but also in terms of supporting colleagues. However, a key priority within this was improved demand management that ensured the Police were not the default service when other agencies more suited to dealing with mental health issues were not available.

RESOLVED that the Panel note the Commissioner's update on mental health and that a further report be brought back to the Panel in 2017.

### **192. Roads Policing (oral item)**

*(Item B2)*

1. The Commissioner noted that Kent includes a very large strategic road network and that roads policing was a subject often raised by the Public and councils. He advised the Panel that he works with the Safer Roads Strategy Board and Highways England.
2. The Commissioner stated that he was supportive of Community Speedwatch programmes but that the issue of road safety needed to be broadened out beyond speeding and the 'killed and seriously injured' figures (KSI). He advised the panel that Assistant Chief Constable Tony Blaker had recently been appointed and one of his responsibilities was roads policing. The Commissioner advised the Panel that he was mindful of the issues presented by HGVs parking inappropriately around the county and reassured them that he was working with relevant organisations to consider the wider strategic issues and would continue to highlight the importance of achieving long term solution, including additional lorry parking facilities. He was hopeful that the proposed lorry park in Kent would help alleviate the problems caused by Operation Stack and he noted that it was positive that this had now been recognised as a national issue.
3. Members raised local traffic issues of concern relating to the Thanet Way and Dover, commenting on a perceived lack of police presence and capability to provide enforcement. The Commissioner advised that he would look into specific issues outside the meeting and commented generally that while enforcement was an important part of managing traffic issues, preventative measures and behaviour change initiatives were far more effective at delivering improvements to road safety and traffic calming.

RESOLVED that the Commissioner's verbal update be noted by the Panel.

### **193. Independent Members - Possible Allowance Payment**

*(Item C1)*

*(The Independent Members, Mr Sandher and Ms Bolton, withdrew from the meeting room for the duration of the item, both having potential financial interest in the decision to award allowances to Independent Members.)*

1. The Chairman explained the proposal to introduce an allowance of £500 annually, in line with KCC's constitution rate for independent co-optees. Consideration of such an allowance had been deferred when the Panel was created due to an expectation of further Home Office Guidance, which never materialised. The Chairman highlighted the positive contribution of the current and previous independent members, in terms of the wider experience and expertise they provided and recommended the proposed allowance to the Panel.
2. Officers responded to Member questions regarding allowances, clarifying that the allowance would be reviewed when KCC next reviewed its allowance scheme.

RESOLVED that the Panel's Terms of Reference be amended to show that Independent Members of the Police and Crime Panel will, from the 2016/17 financial onwards, receive an annual allowance of £500, in addition to any other reasonable travel expenses (in line with claim processes for elected Panel Members).

#### **194. Review of Panel Communications Protocol**

*(Item C2)*

1. A Member commented on the need to consider Social Media in addition to engagement with professional media.

RESOLVED that the updated Panel Communication Protocol be approved.

#### **195. Future work programme**

*(Item C3)*

RESOLVED that the Work Programme be noted.

#### **196. Questions to the Commissioner**

*(Item )*

1. Mr Hill:

*I see from a recent blog that you had a meeting with New Schools Network "to talk about the now Prime Minister's suggestion that PCCs could be involved in the setting up of new kinds of free schools". You stated that "I am a supporter of this idea in principle and will be working with NSN to scope the possibilities in the county based on need". Please can you explain your thinking to the Panel?*

The Commissioner explained that his plans to investigate the potential for being involved in the development of Free Schools were based on proposals made by Theresa May when she was the Home Secretary. This work had been piloted by the Northamptonshire Commissioner and the feasibility of this taking place in Kent was still being scoped. The Commissioner explained that he was supportive of

working with young people and that the Free School element was just one avenue being explored.

2. Mr Sandher:

*Please could the PCC explain how he intends to ensure that his proposed cadet scheme will reflect the diversity of Kent in terms of socio-economic background and ethnicity?*

The Commissioner explained that Police Cadets are being reintroduced around the county on a phased basis, with cohorts initially planned in Tonbridge, Canterbury and Medway. The Commissioner stated that he believed the cadet scheme was a good opportunity for young people to learn about the Police and the wider public sector and that thirty enquiries about places on the scheme had already been received. He noted that it was important that the scheme be open to all and be inclusive. To that end, referral schemes and bursaries were being investigated to ensure financial or social pressures were not barriers to young people taking part.

3. Mr Latchford:

*Please can the Commissioner provide an update on the Police Investigation into the alleged electoral fraud in Thanet South in the 2015 Parliamentary election?*

The Commissioner explained that he could make no comment as the investigation was still ongoing. He provided reassurance that he had raised the issue with the Chief Constable at the last Governance Board meeting. The Commissioner stated that no update would be possible until the investigation had been concluded.

4. Ms Bolton:

*It was recently reported in the media that Kent Police had been ordered to pay aggravated damages in a race discrimination case at an Employment tribunal. The Employment Tribunal panel were damning about a range of issues, which included the actions of the Chief Constable, the Professional Standards department and a Detective Chief Inspector.*

*This will obviously affect public confidence and staff morale. What is the Police and Crime Commissioner doing to hold the Chief Constable to account to ensure that this does not happen again?*

The Commissioner explained that he was unable to comment as Kent Police were appealing the decision and it was therefore still an ongoing legal matter. However, he reassured the Panel that relevant issues in regard to preventing discrimination had been raised with the Chief Constable and that he expected all recommendations from the eventual judgement to be complied with.

RESOLVED that the Panel thank the Commissioner for providing answers to Member questions.

**197. Procurement of External Audit Services**  
*(Item E1)*

1. The Chairman commented on the positive development of the decision recording system now in place and noted that it was helpful for the Panel in their considerations.

RESOLVED that the Panel note the Commissioner's decision.

**198. Mind Project - FCR**

*(Item E2)*

RESOLVED that the Panel note the Commissioner's decision.

**199. Interim s151 Officer**

*(Item E3)*

RESOLVED that the Panel note the Commissioner's decision.

**200. Minutes of the Commissioner's Governance Board meeting held on 2 August 2016**

*(Item F1)*

1. A Member commented that it would be useful if an action sheet was included within the Governance Board minutes to assist with monitoring outcomes.

RESOLVED that the 2 August 2016 Governance Board minutes be noted.

The next Governance Board was scheduled for 7 November 2016 at 14:00

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Support for Victims  
**Date:** 15 November 2016



### **Introduction:**

1. This paper follows the report on victim services that the Panel received on 15 November 2015. As noted in previous papers Police and Crime Commissioners (PCCs) were given responsibility for the commissioning of victim support services in October 2014. This required PCCs to ensure that a core support service was in place for victims of crime regardless of whether their crime had been reported to the police. In addition, specialist services also needed to be made available for victims with more complex needs.
2. The PCC, through his Police and Crime Plan is committed to providing services to victims and witnesses that treats them as an individual and has the ability to be tailored to their individual needs. In addition, the services should support them in not only dealing with the often complex criminal justice system but empower them to cope and recover from the impact of the crime they have suffered.
3. The Kent victim services commissioning approach consists of the following and this report is structured accordingly:
  - National Commissioning Changes;
  - Compass House;
  - Core Victim Service; and
  - Specialist Victim Services.

### **National Commissioning Changes:**

4. Currently support services for victims and witnesses of crime are commissioned or grant funded under a mixed national and local model through both the Ministry of Justice (MOJ) and Home Office. In May 2016, the Minister for Policing, Fire, Criminal Justice and Victims wrote to PCCs seeking their views on the devolution of the remaining nationally commissioned victim's services. This reflects the government's commitment to devolution and giving local people more control over the decisions that affect them.
5. The services under discussion for devolution include:
  - Adult victims of modern slavery;
  - Families bereaved by homicide and road traffic crime;
  - Victims of terrorism;
  - Victims of female and male rape and sexual violence; and
  - Victims and witnesses at criminal courts.
6. In addition, the MOJ have developed a Victims' Information Service, including a telephone number and website which provides signposting and support to victims at a national level (<https://www.victimsinformation.service.org.uk/>). Plus TrackMyCrime which enables victims to access progress updates on the investigation of the crime they have reported.
7. Discussions regarding the devolution of these services are ongoing with continued engagement taking place between the MOJ and PCCs. However, in order to ensure continuity of service for victims and witnesses, grant funding to the services subject to discussion has been extended into 2017/18.

### **Compass House:**

8. Compass House was launched in June 2015 and is the co-located hub for victim services in Kent. It aims to provide a facility where victim's services can locate on a permanent or ad hoc basis providing greater collaboration. Victim Support, as the commissioned service provider, and Kent Police's Witness Care Unit (WCU) were the first organisations to permanently co-locate in April 2015. This co-location has resulted in greater information sharing and joint working, which is of direct benefit to the services being provided to victims. It should be noted that victims are not required to visit Compass House to access support as the services are delivered within Kent's communities.

9. To further develop the services delivered from Compass House, the Office of the Police and Crime Commissioner (OPCC) facilitated the permanent co-location of the Citizens Advice Court Based Witness Service. This is one of the nationally commissioned services being considered for devolution, but they work exceptionally closely with the WCU, including providing support to the vulnerable victim/witness live link suites located at Compass House. This co-location took place in May 2016 and has further enhanced the collaboration between nationally and locally commissioned services for the benefit of victims and witnesses.
10. Compass House provides a number of public access facilities including counselling rooms, vulnerable victim/witness live link suites, hot desk facilities and a training room. These facilities are utilised on a regular basis by organisations, free of charge, that support victims of crime in Kent. Examples include:
  - Rubicon Cares which provides specialist one to one trauma counselling to those affected by crime in Kent and Medway, including children and young people. There are currently three counsellors who use the counselling rooms up to three days a week to meet with clients.
  - Family Matters which delivers specialist counselling to both children and adult survivors of sexual abuse and rape. They have been, and continue to use the counselling rooms regularly, on average two days a week.
  - Ashford Mediation Service (AMS) which helps with disputes between neighbours, families and in the workplace. AMS are using Compass House more regularly to meet with clients and utilise the training room to provide group training.
  - Kent Domestic Abuse Consortia (KDAC) uses the hot desk facilities once a week but often more frequently. They use the facilities to support liaison with the permanently co-located agencies, with generally one Independent Domestic Violence Adviser (IDVA) in attendance. They have also recently enquired if they can use the counselling rooms to meet with clients.
11. The Victims' Panel, which is made up of victims who have experienced a variety of crime types including serious offences, originally chose the name Compass House and supported the design of the public access areas. The Panel continues to support the delivery of victim services in Kent and options to attract new members are regularly explored. Recent work undertaken by the Panel includes responding to the integrated domestic abuse commissioning consultation to support inclusion of the victim's voice, and reviewing various literature provided to victims such as the support to court booklet and Restorative Justice (RJ) leaflet. In addition, the Panel has supported HM Courts and Tribunal Service in a review of Magistrates and Crown Court victim and witness facilities to provide low or zero cost improvement options.
12. There are two vulnerable victim/witness live link suites in Compass House, which enables vulnerable, particularly young children, or intimidated witnesses, to give evidence in a safe environment away from the court and hostile defendants. Use of the suites is co-ordinated by the WCU and every effort is made to simulate the court environment, including ensuring witnesses are supported within the suites by volunteers from the Witness Service. The suite is subject to regular review to ensure the facilities continue to provide a high standard of service to victims of crime, which has resulted in some recent enhancements. Feedback on use has been extremely positive, with victims highlighting how they appreciated not having to attend the court venue itself and reducing all the additional worries and anxieties that this can bring.

#### **Core Victim Service:**

13. In the summer of 2015 the OPCC launched a formal competitive Official Journal of the European Union (OJEU) tendering exercise for the core victim services contract. This was to replace a 12 month grant agreement that was awarded to Victim Support to deliver services from 1 April 2015 to 31 March 2016.
14. The tendering process commenced in February 2015 with the issuing of the Prior Information Notice (PIN) which indicated to the market the intention to seek a lead partner to provide innovative and tailored local services to meet the needs of victims of crime in Kent. In addition, the partner would be required to co-locate within Compass House, whilst delivering outreach services in Kent.

15. The specification was informed by the 12 month grant agreement and resulted in a number of enhancements. These included increasing the number of victims eligible to access services, a more flexible and dynamic approach for victims to access and engage with the service, including the provision of an outreach service, and the ability to tailor responses rather than a 'one size fits all' approach.
16. As a result of the competitive tendering process Victim Support were awarded the contract in December 2015, with the service going live on 1 April 2016. The contract length is for three years with the option to extend yearly for a subsequent three years.
17. Under this new model there are greater numbers of victims able to access support, which can be evidenced through the referral numbers. In the last year of the previous MOJ service 32,683 cases were created for victims of crime resident in Kent, but during the 12 month grant agreement 67,717 cases were created. At the mid-point of this financial year, Victim Support have received 40,708 cases.
18. In terms of victim satisfaction for the service being delivered by Victim Support, 100% would recommend the service to someone impacted by crime and 96% said the Victim Support work had helped them cope and recover more quickly. Positive comments received on the service include:
  - Understanding, unbiased, very supportive and reassuring.
  - Good to talk to someone external and non-judgemental.
  - Helped me move on from the crime.
  - I didn't realise what happened was a crime so I have new knowledge and feel more informed.
  - Knowledgeable quick response.
19. Victim Support is also developing Compass Points, which provide a discrete service in communities with volunteers to enable a more visible local presence. There was a soft launch of Compass Points across the first six months of the year to allow an understanding of the right locations and environments. This approach will further develop to target those people who might be in a controlling or coercive relationship and therefore unable to access support by other means.

### **Specialist Victim Services:**

20. Whilst Victim Support provides the core support service in Kent, there is also a need to ensure appropriate specialist support services are in place, such as trauma counselling and support for sexual assault victims. These specialist services need to work in collaboration with the core support service to ensure there are effective referral pathways for victims to access the right services.
21. In March 2016, the Specialist Victim Services fund was launched to enable specialist providers to bid to deliver services which would support particular specialist areas. The intentions of this funding approach were to provide an opportunity to support continuity of specialist service delivery from 1 April 2016, address potential gaps in support services and ensure the core service had appropriate referral pathways available. The service providers were asked to submit bids to deliver one or more of the following:
  - Therapeutic services and trauma counselling;
  - Support for hate crime;
  - Support for children and young people;
  - Support for male victims of crime, particularly harm related;
  - Child sexual assault services.
22. Examples of successful projects being delivered through this funding include:
  - Support for victims of hate crime who have autism or learning difficulties;
  - Support for adolescent male victims of domestic abuse;
  - Support for male victims of domestic abuse;
  - Support for children and young victims of rape and sexual abuse.
23. Details of all the organisations awarded funding can be found at <https://www.kent-pcc.gov.uk/victims-funds.html>.

24. In addition to the Specialist Victim Services funding, the OPCC has also developed bespoke projects for particular victim groups, examples include:

- Support to children of domestic abuse victims.
- A collaborative commissioning approach between Victim Support and KDAC to deliver initial telephone support to medium risk domestic abuse victims and an onward referral service for support in the community.
- Interim solution for the provision of counselling services to victims of sexual assault and longer term planning with NHS England regarding the provision of Independent Sexual Violence Advisers (ISVAs), for both children and adults.
- Interim RJ solution for both adults and young people and working towards developing a longer term solution to enable access to RJ opportunities, particularly from a victim initiated perspective.
- Developing links between the integrated domestic abuse commissioning activity being undertaken by Kent County Council and the core victim services contract being delivered by Victim Support.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Update on expenditure to support the Police and Crime Plan  
**Date:** 15 November 2016



### **Introduction:**

1. At Appendix 1 of the Police and Crime Plan, the Commissioner has set out his commissioning allocations for 2016/17 (<https://www.kent-pcc.gov.uk/plan.html>).
2. In accordance with The Elected Local Policing Bodies (Specified Information) Order 2011, the Office of the Police and Crime Commissioner (OPCC) also publishes via its website all expenditure over £500 (<https://www.kent-pcc.gov.uk/spending.html>).
3. However, to support the Panel in discharging its responsibilities, the Commissioner has offered to regularly produce a report similar to this, outlining how OPCC expenditure supports delivery of the Police and Crime Plan priorities.
4. Please find below additional context in relation to just a small selection of the many projects that have received OPCC funding in the last six months. It should be noted that this paper does not include victim related funding since further information can be found in the separate paper 'Support for Victims'.

### **Youth Diversion Fund:**

5. This provides funding to community or voluntary organisations and is administered by Safer Kent on behalf of the OPCC. Groups can apply for a maximum of £7,500 and bids should address one or more of the following:
  - Divert young people from crime or anti-social behaviour; and/or
  - Look to positively address potential risk taking behaviours;
  - Look to engage with vulnerable and hard-to-reach groups.
6. The Youth Diversion Fund is currently closed while the OPCC prepares a new Commissioning Strategy. A full list of 2016 recipients can be found at <https://www.kent-pcc.gov.uk/youth-diversion-fund.html>.

#### Kenward Trust - Think Differently Programme

7. Received £4,000 for a 12 month project working with 120 children and young people across Kent and Medway, providing education on the dangers of drugs and alcohol misuse.
8. Taking referrals from the police, Community Wardens, social services etc. the program is delivered to at risk groups (aged 12-24) by ex-offenders and drug and alcohol volunteers with real life experience of substance misuse.

#### Chatham Royal Marine Cadets - Integration Programme

9. Received £1,500 to support engagement with young people in Medway to divert them from crime and anti-social behaviour. This includes the use of a mini bus to visit local schools and promote the services of the Royal Marine Cadets and encourage recruitment.

#### Health Action Charity - African Youth Project

10. Received £5,832 to support work with children and young people in hard to reach BME community groups in Gillingham aged 11-25 years.
11. Also supports action against London gang activity seen in Medway by running workshops and sporting activities.

#### Young Kent - Catalyst Programme

12. Received £4,800 to work with children and young people 16-25 years across Kent and Medway.
13. For those who are unemployed it provides opportunities to develop skills and to access employment and further training to avoid not being in education, employment or training.

#### **Commissioner's Fund:**

14. Groups can apply for a maximum of £5,000 and bids should address one or more of the following:
  - Empower local communities to work towards preventing and/or reducing crime and anti-social behaviour;
  - Provide support to vulnerable, minority and/or hard to reach groups to prevent and/or reduce victimisation and repeat victimisation;
  - Prevent and reduce re-offending.
15. Safer Kent reviews all applications to ensure they meet the criteria. Subsequently, the Commissioner personally considers the applications and decides which projects to support.
16. The Commissioner's Fund is currently closed while the OPCC prepares a new Commissioning Strategy. A full list of 2016 recipients can be found at <https://www.kent-pcc.gov.uk/commissioners-fund.html>.

#### Urban Blue Bus Ltd - Assistance Vehicle

17. Received £2,000 to support the weekend night-time economy (NTE) in Maidstone. The bus is a one stop location for those who are intoxicated (alcohol or drugs) or may have been victims of crime.
18. The volunteers administer first aid where appropriate, help people to get home safely and/or divert to the emergency services. The project helps the police and other emergency services better manage the demands created by the NTE.

#### Querns Community Centre - All4Fun

19. Received £500 to provide support and activities for young people (aged 7-18 years) living in Barton ward, Canterbury; including the Gurkha families living at the local army barracks.
20. Approximately 120 young people attend the centre and take part in a variety of different sports, including drama and dance.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Mobile Policing & the Emergency Services Network  
**Date:** 15 November 2016



**Introduction:**

1. With the increasing demands on policing, and limited resources, forces nationally are looking to 21<sup>st</sup> century technology and new innovation to deliver services more efficiently and effectively.
2. This paper provides an update on mobile policing within Kent Police and the national Emergency Services Network that will provide the next generation of integrated 4G voice and broadband data services and be operational by 2020.

**Mobile Policing:**

3. The Commissioner (PCC) and the Chief Constable have a digital strategy that aims to utilise and leverage technology to provide improved services with greater efficiency. This update is further to the Record of Decision (ref. 000/16) noted at the 14 June 2016 Panel meeting.
4. In the first phase of the mobile roll-out, the PCC invested in the region of £2m to enable the deployment of 2,000 Samsung Galaxy Note 4 smartphones to front line officers. These devices incorporate a number of software applications that allow officers to search and input data across a range of police systems. This was a significant step towards cutting bureaucracy and equipping the workforce for the challenges of 21<sup>st</sup> century policing.
5. An officer can now conduct their own checks on the street and also complete a range of transactions without the need to return to the police station. As the PCC and the Chief Constable deliver this change to working practices, the aim is to increase patrol time and improve efficiency and costs across a range of police functions.
6. The Force is currently seeking a delivery partner for a second phase, which will involve the development of a more integrated and comprehensive software solution. By the end of December 2016, the PCC will be presented with a detailed business case setting out the costs and benefits of this proposed investment. A review of the proposal by PA Consulting identified that very significant savings could be attributed to the 'integrated' software, potentially equating to an hour of officer transaction time per day.
7. Based on delivery of the second phase, the Force expects:
  - reduced radio traffic with the Force Control Room as a result of self-service checks by officers and automated dispatch;
  - faster transactions with software that can search across a range of systems simultaneously;
  - a sharp reduction in the need for officers to return to the police station to complete or file reports.
 The benefit of an hour a day can then be harnessed to re-direct police resources, achieve cashable savings and improve visibility and service delivery.
8. In a wider context, the Force anticipates the Emergency Services Mobile Communications Programme will offer a mobile device refresh in 2019, which is Android based and includes a 'push to talk' function to replace the current Airwave service. The aim is to develop and evolve software that can be used on the new devices and to take advantage of opportunities to reduce the number of devices required by officers.

**The Emergency Services Mobile Communications Programme (ESMCP):**

9. The ESMCP, set up by the Home Office, will provide the next generation communication system for the three emergency services (police, fire and rescue, and ambulance) and other public safety users, replacing the current Airwave service. The new system will be called the Emergency Services Network.

10. To support delivery, the ESMCP is managing a number of associated projects including:
- user devices and accessories;
  - vehicle installations;
  - air to ground network;
  - control room upgrades, which will require:
    - upgrading 200+ integrated command and control systems;
    - connection to the Public Service Network (PNN); and
    - connection to mobile data systems, fire mobilising systems and command and control systems.

### **Emergency Services Network (ESN)**

#### **Background**

11. The Airwave service.
- was the first national public safety network based on Terrestrial Trunked Radio (TETRA) technology;
  - is used by all emergency services and over 300 other organisations;
  - is a private network with dedicated spectrum owned by Airwave Solutions Ltd (ASL);
  - has circa 3,800 geographic sites that provide high levels of national coverage; and
  - is reliable, effective and well suited for voice communications and limited data transmission.

However:

- the requirements of blue light services are growing and exceed the capabilities of TETRA technology;
- it is expensive to run compared with similar services (over the next 15 years, the government estimates switching to ESN will save £1bn);
- The national Airwave service contract expires on 31 December 2019;
- EU procurement legislation requires a competition; and
- TETRA cannot meet the requirements for mobile broadband data services.

#### **Overview**

12. Utilising the latest commercial telephony and data technology, ESN will deliver the next generation of integrated voice and broadband data services via the 4G network for the emergency services. It will provide greater integration with existing and future policing systems and deliver enhanced functionality to the front line using specially encrypted and prioritised channels on the commercial mobile phone network.
13. The ESN will provide a service that is:
- Improved – with integrated broadband data services as standard; national coverage, high availability and end-to-end security.
  - Flexible – to rapidly adapt to changing demands and evolve to meet the growing requirements of emergency services.
  - Lower cost – to address budget pressures and re-competed regularly to leverage market forces.
14. The ESN will be a virtual network (like Virgin mobile) delivered using EE's commercial network, which is the largest 4G mobile network in Great Britain. When ESN goes live, that network will reach 92% of the population, rising to 97% geographic coverage through the creation of more sites in rural and remote areas. This will be at least the same as the current Airwave service, and satellite communications may be used to fill any remaining gaps with the cost covered under the main contract.
15. The ESN will provide capability for future integration with mobile policing and help emergency services work more efficiently through greater use of video and digital technologies. Streaming high resolution video is one of the most eagerly anticipated features - being able to transmit live images of, for example, an accident scene, will allow officers and control room operators a much better assessment of the scene than was previously possible with voice description.
16. Other new capabilities also include allowing front line officers to instantly check relevant databases for a person's details. This will be a huge benefit, reducing radio traffic and saving valuable time. The new service will also enable talkgroups to be more dynamic, with the ability to easily add users from across the emergency services, enabling better management of major incidents. It will also enable hand held devices to be updated 'over the air' as opposed to having to be returned to base for configuration changes.

17. The ESN cutover timeline is based on Airwave contract end dates and the 4G network rollout. The Home Office is obligated to re-compete once the Airwave contracts expire, which following the purchase of ASL by Motorola, is on 31 December 2019. As such, it is envisaged that ESN will be operational by 2020.

#### Key Enablers

18. Nationally, it is predicted that around 300,000 users will require new hand held devices, and that 45,000 vehicles and 115 aircraft will need to have new equipment fitted. In addition, some 230 control room Integrated Command and Control Systems (ICCS), which manage the dispatch of police resources, will have to be upgraded or replaced to interface with ESN.

19. The hand held devices will be similar to smartphones, much like the ones most of us already own. The exact device used will be determined by each Force, but they will be tougher than the average iPhone or Samsung in order to survive the rough and tumble of emergency services work. As well as enabling access to applications designed specifically for police use, including a 'Push-To-Talk' feature and an emergency button, they will offer a wider range of functions including body worn video and Android computing functions.

#### Local Implementation

20. There is a small ESMCP team supporting delivery of ESN locally which consists of a Programme Manager, Force Control Room & Dispatch Business Advisor, Kent/Essex Trainer, Project Manager and Project Support Assistant. Various other positions will come on line as the programme develops and implementation nears.

21. Essex Police and Kent Police ESN go-live will commence in March 2018 and run to March 2019.

22. Police officers and PCSOs will be provided with new hand held devices, and new devices will be installed in all police vehicles. Kent Police has yet to make a decision on the hand held and vehicle devices to be used.

23. Within their Force Control Rooms, Kent and Essex currently have independent ICCS, one of which cannot be upgraded. In 2015, Chief Officers and the respective PCCs agreed to fund a replacement ESN compliant ICCS platform to both Forces – decision reported and noted by the Panel at their meeting on 17 November 2015. This will be delivered and rolled out during 2017, in advance of ESN. As well as providing ESN connectivity, the new joint system will enable demand sharing, enhanced disaster recovery and integrated working across both counties.

24. Independent testing will be carried out of coverage in both Forces to ensure ESN meets local requirements. Kent Fire & Rescue Service will also transition to ESN with Kent Police.

25. The ESN and hand held devices it enables, promises to bring police communications into the 21st century with comparable functionality to that which many enjoy via their own personal smartphones.

26. In terms of PCC oversight, the Commissioner's Chief of Staff (CoS) chairs a quarterly IT Delivery Board where progress against the delivery of all Kent Police IT projects is reviewed. In relation to ESN specifically, the CoS meets regularly with the Programme Manager to monitor and review progress.

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# Record of Decision

**ORIGINATOR:** Chief of Staff

**REFERENCE:** OPCC.D.008.16

**TITLE:** Interim Restorative Justice Service

**OPEN**  **CONFIDENTIAL**

**Reason if Confidential:**

Click here to enter text.

## EXECUTIVE SUMMARY

In 2013 Kent Criminal Justice Board developed a co-commissioned restorative justice (RJ) service. This service consisted of delivering RJ at various stages of the criminal justice system including pre-court and post-conviction for both adults and young people.

The service was procured by Kent County Council and the contract commenced on 1 October 2013 to run for a fixed period of 36 months.

The contract ceased on 30 September 2016 and the Commissioner has the aspiration to refresh and re-launch RJ approaches within the county.

However, to allow for a fully consulted and evaluated model to be developed, there is a requirement for RJ to continue from the point of the contract ending to the new service being formally commissioned.

## RECOMMENDATION

The Commissioner is recommended to support the implementation of an interim RJ service, funding SALUS for 'youth referrals' and Kent Mediation Service for 'adult referrals'.

## DECISION

To provide SALUS and Kent Mediation Service with appropriate funding to deliver an interim RJ service.

**Chief Finance Officer:**

**Comments:** N/A

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

**Chief of Staff:**

**Comments:** The service provider, SALUS were responsible for supporting the Youth Clinic process under the 36 month contract. As a result, they have the relevant systems, processes and policies in place to provide continuity of service. This will also ensure consistency of management.

The proposal by Kent Mediation Service is based on their knowledge and expertise in delivering RJ in Kent since 1994. The OPCC has had in-depth discussions to ensure this is a suitable interim solution.

In my view, this provides the most cost effective and efficient means of maintaining good RJ provision whilst a full and thorough assessment of future needs is conducted.

**Signature:**  ..... **Date:** 26 September 2016

**POLICE AND CRIME COMMISSIONER FOR KENT**

**Comments:**

**Signature:**  ..... **Date:** 27/9/16 .....

**BACKGROUND DOCUMENTS:**

Report by Head of Governance & Partnerships, OPCC.

**IMPACT ASSESSMENT:**

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

Supports delivery of the Commissioner's Six Point Plan by ensuring support is in place to help break the cycle of re-offending.

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 providers will deliver an interim RJ service to all adults and young people who wish to participate. Therefore it will not have a differential/adverse impact on any particular strand of diversity.

# Record of Decision

**ORIGINATOR:** Head of Standards & Regulation

**REFERENCE:** OPCC.D.009.16

**TITLE:** Dedicated Complaint Managers

**OPEN**  **CONFIDENTIAL**

**Reason if Confidential:**  
Click here to enter text.

## EXECUTIVE SUMMARY

The management and investigation of complaints is governed by the Police Reform Act 2002 and the Independent Police Complaints Commission (IPCC) Statutory Guidance to the Police Service on the Handling of Complaints.

Historically Kent Police have been efficient and effective in the administration, management and investigation of complaints. However, in recent years it has struggled with the increasing amount of complaints being reported - a national trend not one unique to Kent - and the increasing complexity which surrounds such matters.

Primarily Sergeants and Inspectors are allocated to investigate complaints, however they have a day to day focus on more critical issues (e.g. high risk missing persons) and limited time to complete them. To address this, in 2015, a pilot project saw an Inspector temporarily placed at North Kent Division to manage complaint investigations. The results were very positive, including a decrease in 'live' complaints, improved investigation times and better communication with complainants. The pilot moved to East Division achieving similar results, and acting as the catalyst for a proposal to create a dedicated post at each of the three Divisions.

The vast majority of complainants are either 'victims or witnesses'. They are members of the community expressing dissatisfaction with the service they have received. It is therefore incumbent on Kent Police to provide a quality service to such individuals and put them 'at the heart' of policing. The provision of a Complaint Manager on each Division will go a significant way towards doing this.

## RECOMMENDATION

The Commissioner is recommended to support the appointment of three dedicated Complaint Managers - one for each Division - to reduce the burden on front-line officers and improve the service to complainants.

## DECISION

To support the appointment of three dedicated Complaint Managers.

**Chief Finance Officer:**

Comments:

N/A.

Signature: .....

Date: .....

**Chief of Staff:**

Comments:

This is a very important aspect of service to the public. It is an area where policing has always struggled to provide a good service. I believe this is a good use of resources to deliver an excellent service

Signature: .....

A. Harper

Date: .....

7<sup>th</sup>/2016

**POLICE AND CRIME COMMISSIONER FOR KENT**

Comments:

will help improve service effectiveness & efficiency across the county

Signature: .....

M. R. Butt

Date: .....

7/4/16

**BACKGROUND DOCUMENTS:**

Report from the Head of PSD to the Director of Corporate Services.

**IMPACT ASSESSMENT:**

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

Supports delivery of the Commissioner's Six Point Plan by challenging unethical behaviour and/or non-compliance with the College of Policing's Code of Ethics.

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 recruitment and selection process will be open, transparent and comply with all relevant legislation.  
The role will manage all complaints in accordance with the Police Reform Act 2002 and the Independent Police Complaints Commission (IPCC) Statutory Guidance to the Police Service on the Handling of Complaints. Therefore it will not have a differential/adverse impact on any particular strand of diversity.

# Record of Decision

**ORIGINATOR:** Chief of Staff

**REFERENCE:** OPCC.D.010.16

**TITLE:** Mobile Policing – Voice & Data

**OPEN**  **CONFIDENTIAL**

**Reason if Confidential:**

Click here to enter text.

## EXECUTIVE SUMMARY

Kent Police and Essex Police currently have a 'business as usual' voice and data contract with EE. This includes a 2GB data limit and voice tariff with a monthly cost per user that equates to £14.50. There are additional charges if individual officers exceed the data limits. These charges are capped at £50 per user per month. With a total of 4,200 new mobile devices (2,000 in Kent), there is a very real risk that such an arrangement may not be cost effective due to the likelihood of officers exceeding the data usage limit.

The provision of a 'super bundle' or 'bucket of data' is a more cost effective way of buying this service. The existing arrangement means that some officers don't use their 2GB allowance, and yet there is no rebate. However, for those who do exceed the monthly data allowance, there are excess charges. With a 'bundle' of data all users draw down from the overall allowance for Kent and Essex. There would also be flexibility to carry over unused data and to buy additional bundles.

Existing usage has been used to estimate that a total data allowance of 200TB should last both forces two years and the existing market has been explored in terms of cost and coverage.

Kent Police and Essex Police currently use EE and receive sufficient, quality coverage. EE have also been awarded the Emergency Services Network (ESN) contract. As a result, it is proposed to make a direct award to EE through the Crown Commercial Services framework at a two year cost of £556k for Kent (£1.113m for both forces). This is a contractual saving of circa £140k for Kent, plus the financial benefit of not having to pay a charge for those exceeding the monthly data allowance.

## RECOMMENDATION

The Commissioner is recommended to approve the purchase of voice and data from EE to support the effective deployment of mobile devices and deliver value for money.

## DECISION

To make a direct award to EE through the Crown Commercial Services framework for a 'super bundle' at a two year cost of £556k for Kent.

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

**Comments:**

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

**Chief of Staff:**

**Comments:** As mobile usage develops, officers will begin to use data more readily and costs could easily escalate. This option offers both a cost effective and to a large degree future proof Kent Police against additional cost.

**Signature:** ..... **Date:** ..... 16/9/2016

**POLICE AND CRIME COMMISSIONER FOR KENT**

**Comments:**

**Signature:** ..... **Date:** ..... 27/9/2016

**BACKGROUND DOCUMENTS:** Report from Programme Manager – Mobile First.

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

**Police and Crime Panel Forward work programme (as at 15<sup>th</sup> November)****2<sup>nd</sup> 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

**28<sup>th</sup> March 2017**

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

Police Cadet Scheme - progress report	Requested by Panel (Sept 2016)	PCC
Annual Review of Panel terms of reference and Panel budget	As required by Terms of reference	Panel officers
Mental Health - verbal update	Proposed by PCC	PCC

**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
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC

**September 2017**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
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PCC's Accounts 2016/17	Statutory requirement	PCC
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**November 2017**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Governance Board minutes