

**Expenses for Supt and above, including Heads of Dept and PSEs of G grade upwards**

This excludes the CC, DCC, ACCs & DFA which is completed separately

| Directorate   | Command              | April 2018    |             |        | May 2018      |             |        | June 2018     |             |        | Grand Total |
|---|----------------------|---------------|-------------|--------|---------------|-------------|--------|---------------|-------------|--------|-------------|
|   |                      | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel |             |
| <b>Local Policing</b>                               |                      |               |             |        |               |             |        |               |             |        |             |
| <b>West Division</b>                                |                      |               |             |        |               |             |        |               |             |        |             |
|   | Chief Superintendent |               |             | 923.25 |               |             |        |               | 314.55      |        | 1,358.30    |
|   | Superintendent       | 120.50        |             |        |               |             |        | 195.30        | 152.55      |        | 347.85      |
|   | Tmp Superintendent   |               |             | 148.95 |               |             |        |               |             |        | 148.95      |
| <b>East Division</b>                                |                      |               |             |        |               |             |        |               |             |        |             |
|   | Chief Superintendent |               |             |        |               |             |        |               | 45.45       |        | 45.45       |
|   | Chief Superintendent |               |             |        |               |             |        |               | 311.25      |        | 311.25      |
|   | Superintendent       |               |             | 980.10 |               |             | 458.10 |               |             |        | 1,438.20    |
|   | Superintendent       |               |             |        |               |             | 490.95 |               |             |        | 490.95      |
| <b>North Division</b>                               |                      |               |             |        |               |             |        |               |             |        |             |
|   | Chief Superintendent |               |             | 225.15 |               |             | 177.30 |               |             |        | 402.45      |
|   | Superintendent       |               |             | 131.40 |               |             | 110.85 |               | 127.80      |        | 370.05      |
| <b>Central Operations</b>                           |                      |               |             |        |               |             |        |               |             |        |             |
| <b>Public Protection &amp; Partnerships Command</b> |                      |               |             |        |               |             |        |               |             |        |             |
|   | PSE                  |               |             | 60.29  |               |             |        |               |             |        | 60.29       |
|   | PSE                  |               |             | 61.37  |               |             |        |               |             |        | 61.37       |
|   | PSE                  |               | 8.29        | 54.00  |               |             |        |               |             |        | 62.29       |
|   | Det Chief Super.     |               |             | 140.80 |               | 25.47       | 229.50 |               |             |        | 395.77      |
|   | Det Superintendent   |               | 7.39        | 397.17 |               |             |        |               |             |        | 404.56      |
|   | Tmp Chief Super.     |               |             |        |               |             |        | 99.36         |             |        | 99.36       |
| <b>Special Branch and Criminal Justice</b>          |                      |               |             |        |               |             |        |               |             |        |             |
|   | PSE                  |               |             | 51.75  |               |             | 65.54  |               |             |        | 117.29      |
|   | PSE                  |               |             | 14.66  |               |             |        |               |             |        | 14.66       |
|   | PSE                  |               |             |        |               |             |        |               | 63.04       |        | 63.04       |
|   | PSE                  |               |             | 62.96  |               |             |        |               | 65.26       |        | 128.22      |
|   | PSE                  |               |             | 145.46 |               |             |        |               | 281.97      |        | 427.43      |
|   | Det Chief Super.     |               |             | 120.30 |               |             |        | 55.00         | 43.21       | 99.75  | 318.26      |
|   | Det Superintendent   | 89.99         | 2.60        | 152.00 |               |             |        |               | 10.55       | 43.80  | 298.94      |
|   | Superintendent       |               |             | 106.65 |               |             |        |               |             |        | 106.65      |
|   | Superintendent       |               | 13.50       | 214.44 |               |             |        |               |             |        | 227.94      |
| <b>Tactical Operations Command</b>                  |                      |               |             |        |               |             |        |               |             |        |             |
|   | PSE                  |               |             |        |               | 37.46       | 276.18 | 30.70         | 269.61      |        | 613.95      |
|   | PSE                  |               | 9.65        | 35.47  |               | 17.60       |        |               |             |        | 62.72       |
|   | Chief Superintendent |               | 50.00       |        |               | 50.00       | 51.75  | 50.00         | 78.50       |        | 280.25      |
|   | Superintendent       |               |             |        |               |             |        |               | 116.10      |        | 116.10      |
|   | Tmp Superintendent   |               |             |        |               |             |        |               | 37.80       |        | 37.80       |
| <b>Crime and Incident Response Command</b>          |                      |               |             |        |               |             |        |               |             |        |             |
|   | PSE                  |               |             |        |               |             | 135.88 |               |             |        | 135.88      |
|   | Superintendent       |               |             |        |               |             |        | 3.55          | 208.10      |        | 211.65      |
| <b>Kent &amp; Essex Serious Crime Directorate</b>   |                      |               |             |        |               |             |        |               |             |        |             |
| <b>Kent &amp; Essex Serious Crime Directorate</b>   |                      |               |             |        |               |             |        |               |             |        |             |

|  |  |        |        |  |        |        |        |        |          |
|--|--|--------|--------|--|--------|--------|--------|--------|----------|
| PSE                                      | Central Authorities Bureau Manager       |        | 114.82 |  |        |        |        |        | 114.82   |
| PSE                                      | Senior Crime Scene Investigator          |        | 95.30  |  | 32.35  |        |        | 119.45 | 247.10   |
| PSE                                      | Senior Crime Scene Investigator          |        | 68.99  |  | 120.30 |        |        | 97.87  | 287.16   |
| PSE                                      | Senior Crime Scene Investigator          |        | 27.60  |  |        |        |        |        | 27.60    |
| PSE                                      | Senior Crime Scene Investigator          |        | 56.94  |  |        |        |        | 128.05 | 184.99   |
| PSE                                      | Senior Crime Scene Investigator          |        |        |  | 612.37 |        |        |        | 612.37   |
| PSE                                      | Senior Crime Scene Investigator          | 2.99   | 112.53 |  |        |        |        | 190.48 | 306.00   |
| PSE                                      | Digital Forensics Team Leader            |        | 42.26  |  | 50.45  |        |        |        | 92.71    |
| PSE                                      | Principal Crime Scene Co-ordinator       |        |        |  | 22.42  |        |        | 170.74 | 193.16   |
| PSE                                      | Review Officer                           |        |        |  | 143.57 |        |        | 50.02  | 193.59   |
| Det Chief Super.                         | Deputy Head of Serious Crime Ch Supt     |        | 297.80 |  | 604.90 |        |        | 548.98 | 1,451.68 |
| Det Superintendent                       | CHIS Detective Superintendent            |        | 412.65 |  |        |        |        | 528.75 | 941.40   |
| Det Superintendent                       | Covert Support D Supt                    |        | 176.40 |  | 83.25  |        |        | 205.20 | 464.85   |
| Det Superintendent                       | Head of Major Crime D Supt               |        | 32.40  |  |        | 42.35  | 221.50 | 558.85 | 855.10   |
| PSE                                      | Digital Forensics Manager                |        | 253.76 |  |        |        |        |        | 253.76   |
| <b>Chief Constables Office</b>           |  |        |        |  |        |        |        |        |          |
| <b>Chief Constables Office</b>           |  |        |        |  |        |        |        |        |          |
| PSE                                      | Staff Officer to Director K&E Supt Servs | 129.00 | 423.54 |  | 63.37  |        |        | 247.50 | 863.41   |
| PSE                                      | Director of HR                           |        |        |  |        |        |        | 44.20  | 44.20    |
| <b>DCC's Portfolio</b>                   |  |        |        |  |        |        |        |        |          |
| <b>Corporate Services</b>                |  |        |        |  |        |        |        |        |          |
| PSE                                      | Change Team Facilitator                  |        |        |  |        |        |        | 86.36  | 86.36    |
| PSE                                      | DM Project Manager                       |        |        |  |        |        | 45.83  | 7.70   | 53.53    |
| PSE                                      | Programme Management Office Manager      |        |        |  | 5.70   |        |        |        | 5.70     |
| PSE                                      | FCIR & Head Operational Stds & Practice  | 18.65  | 219.05 |  |        |        |        | 16.30  | 254.00   |
| Chief Superintendent                     | Performance Chief Superintendent         | 20.74  | 499.30 |  |        |        |        |        | 520.04   |
| Superintendent                           | Head of Continuous Improvement Supt      |        | 40.95  |  | 12.15  |        |        | 6.75   | 59.85    |
| Superintendent                           | Innovation Task Force Supt               |        | 228.60 |  |        |        | 41.20  | 121.15 | 390.95   |
| Superintendent                           | Mobile Policing & Innovation Supt        |        | 224.10 |  |        |        |        | 187.95 | 548.55   |
| PSE                                      | Continuous Improvement Consultant        |        |        |  | 263.91 |        |        |        | 263.91   |
| PSE                                      | Head of Continuous Improvement           |        | 38.81  |  | 265.74 |        |        | 157.71 | 462.26   |
| <b>Professional Standards</b>            |  |        |        |  |        |        |        |        |          |
| PSE                                      | Operational Security Auditor & Assessor  | 32.00  | 655.87 |  |        |        | 9.70   | 45.51  | 743.08   |
| PSE                                      | Physical & Digital Records Manager       | 12.15  | 109.53 |  |        |        |        | 178.52 | 300.20   |
| PSE                                      | Head of PSD                              |        | 26.70  |  | 24.61  | 38.70  |        | 73.60  | 163.61   |
| Superintendent                           | Head of Complaints & Misconduct Supt     |        | 276.30 |  | 47.70  |        | 146.25 |        | 470.25   |
| Superintendent                           | Standards & Discipline Supt              |        |        |  |        |        |        | 122.85 | 122.85   |
| PSE                                      | Operational & Information Security Head  |        | 186.28 |  |        | 115.96 |        |        | 302.24   |
| <b>Corporate Communications</b>          |  |        |        |  |        |        |        |        |          |
| PSE                                      | Communications Manager                   |        |        |  |        | 95.78  |        | 42.14  | 137.92   |
| PSE                                      | Digital Communications Manager           |        | 164.88 |  |        |        |        |        | 164.88   |
| PSE                                      | P&CC Communications Manager              |        | 93.41  |  |        | 18.32  |        | 83.21  | 194.94   |
| PSE                                      | Head of Internal Comms. & Marketing      |        | 155.60 |  |        |        |        |        | 155.60   |
| <b>Kent &amp; Essex Support Services</b> |  |        |        |  |        |        |        |        |          |
| <b>Support Services</b>                  |  |        |        |  |        |        |        |        |          |
| PSE                                      | Architectural Building Surveyor          | 7.49   | 341.41 |  |        | 204.82 |        | 147.46 | 701.18   |
| PSE                                      | Athena Contracts & Procurement Manager   |        | 54.32  |  |        |        |        |        | 54.32    |
| PSE                                      | Capital Accountant                       |        |        |  |        | 20.70  |        |        | 20.70    |
| PSE                                      | Engineering Maintenance Manager          |        | 284.57 |  |        | 82.35  |        |        | 366.92   |
| PSE                                      | HR Organisational Management Partner     |        |        |  |        |        |        | 66.40  | 66.40    |
| PSE                                      | HR Partner                               |        | 91.40  |  |        |        |        |        | 91.40    |
| PSE                                      | Leadership Development Manager           |        | 3.20   |  |        |        |        | 3.20   | 6.40     |

|  |                                       |               |               |                  |             |               |                 |              |                 |                 |                  |
|--|---------------------------------------|---------------|---------------|------------------|-------------|---------------|-----------------|--------------|-----------------|-----------------|------------------|
| PSE  | Physiotherapist                       |               |               | 228.70           |             |               |                 |              |                 | 228.70          |                  |
| PSE  | Practical Skills Training Manager     | 65.14         |               |                  |             |               |                 |              |                 | 65.14           |                  |
| PSE  | Project Manager                       | 16.50         | 10.39         |                  | 5.90        |               |                 |              |                 | 32.79           |                  |
| PSE  | Senior Category Manager               |               |               |                  |             |               |                 | 55.20        |                 | 55.20           |                  |
| PSE  | Senior Category Manager               |               |               | 53.42            |             |               |                 |              |                 | 53.42           |                  |
| PSE  | Senior Contracts Manager              |               | 4.20          |                  |             |               |                 | 37.62        |                 | 41.82           |                  |
| PSE  | Server & Infrastructure Team Leader   |               |               |                  | 29.00       |               |                 | 31.02        |                 | 60.02           |                  |
| PSE  | Tax Accountant                        |               | 41.30         |                  |             |               |                 |              |                 | 41.30           |                  |
| PSE  | Team Leader, Software Development     |               | 142.80        |                  |             |               |                 | 85.68        |                 | 228.48          |                  |
| PSE  | Team Leader, Software Development     |               | 15.20         |                  |             |               |                 |              |                 | 15.20           |                  |
| PSE  | Team Leader, Software Development     |               | 26.10         |                  |             |               |                 |              |                 | 26.10           |                  |
| PSE  | HR Project Manager - HR Strategy      |               | 172.80        |                  |             |               |                 |              |                 | 172.80          |                  |
| PSE  | HR Project Manager - HR Strategy      |               | 64.25         |                  | 43.12       |               |                 | 17.25        |                 | 124.62          |                  |
| PSE  | Network Services Team Leader          |               | 57.36         |                  | 22.86       |               |                 |              |                 | 80.22           |                  |
| PSE  | Bid Co-ordinator & PFI Manager        |               |               |                  | 26.59       |               |                 |              |                 | 26.59           |                  |
| PSE  | Bus Services Manager Service Delivery |               |               |                  | 9.70        |               |                 |              |                 | 9.70            |                  |
| PSE  | Clinical Nurse Manager                |               |               |                  | 583.49      |               |                 |              |                 | 583.49          |                  |
| PSE  | Health and Safety Manager             |               | 22.25         |                  |             |               |                 |              |                 | 22.25           |                  |
| PSE  | Server & Infrastructure Manager       |               |               |                  | 44.60       |               |                 |              |                 | 44.60           |                  |
| PSE  | Technical Solutions Architect         |               | 34.48         |                  | 68.96       |               |                 |              |                 | 103.44          |                  |
| PSE  | Transport Services Delivery Manager   |               |               |                  | 12.50       |               | 17.95           |              |                 | 30.45           |                  |
| PSE  | Head of Human Resources               |               |               |                  | 117.70      |               |                 |              |                 | 117.70          |                  |
| Superintendent                               | ESMCP Programme Manager Supt          |               |               |                  | 13.38       | 133.55        |                 |              |                 | 146.93          |                  |
| Superintendent                               | HR Innovation Team Supt               |               |               |                  |             |               |                 | 313.65       |                 | 313.65          |                  |
| Tmp Chief Super.                             | Performance Chief Superintendent      |               |               |                  |             |               | 21.40           | 166.15       |                 | 187.55          |                  |
| PSE  | Athena Business Change Manager        | 5.00          | 12.00         |                  |             |               |                 |              |                 | 17.00           |                  |
| PSE  | Head of Employee Relations            |               | 47.90         |                  |             |               |                 | 47.90        |                 | 95.80           |                  |
| PSE  | Procurement Services Delivery Manager |               | 53.00         |                  |             |               |                 |              |                 | 53.00           |                  |
| PSE  | Head of Estates (Kent)                |               | 1,437.15      |                  |             |               |                 |              |                 | 1,437.15        |                  |
| <b><u>ACC Fire Collab and Athena</u></b>     |                                       |               |               |                  |             |               |                 |              |                 |                 |                  |
| <b><u>Fire Collab and Athena</u></b>         |                                       |               |               |                  |             |               |                 |              |                 |                 |                  |
| PSE  | Business Advisor Manager              | 18.03         | 70.20         |                  | 30.15       | 114.61        |                 |              |                 | 232.99          |                  |
| PSE  | Athena Service Manager                |               | 127.68        |                  |             |               |                 |              |                 | 127.68          |                  |
| <b><u>Athena Management Organisation</u></b> |                                       |               |               |                  |             |               |                 |              |                 |                 |                  |
| <b><u>Athena Management Organisation</u></b> |                                       |               |               |                  |             |               |                 |              |                 |                 |                  |
| PSE  | Business Advisor Manager              |               |               |                  |             |               | 97.92           | 513.08       |                 | 611.00          |                  |
|  |                                       | <b>339.49</b> | <b>290.12</b> | <b>12,456.62</b> | <b>0.00</b> | <b>246.37</b> | <b>6,202.24</b> | <b>97.35</b> | <b>1,034.42</b> | <b>7,719.98</b> | <b>28,386.59</b> |

**Expenses for Supt and above, including Heads of Dept and PSEs of G grade upwards**

This excludes the CC, DCC, ACCs & DFA which is completed separately

| Directorate   | Command                                  | July 2018     |             |        | August 2018   |             |        | September 2018 |             |        | Grand Total |
|---|--|---------------|-------------|--------|---------------|-------------|--------|----------------|-------------|--------|-------------|
|   |  | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel | Accommodation  | Subsistence | Travel |             |
| <b>Local Policing</b>                               |  |               |             |        |               |             |        |                |             |        |             |
| <b>West Division</b>                                |  |               |             |        |               |             |        |                |             |        |             |
| Superintendent                                      | Divisional Operations Superintendent     |               |             | 135.90 |               |             | 198.40 |                |             |        | 334.30      |
| <b>East Division</b>                                |  |               |             |        |               |             |        |                |             |        |             |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               |             | 182.55 |               |             | 105.00 |                | 140.25      |        | 427.80      |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               |             | 54.90  |               |             |        |                |             |        | 54.90       |
| Tmp Superintendent                                  | Divisional Operations Superintendent     |               |             | 132.50 |               |             |        |                | 133.85      |        | 266.35      |
| <b>North Division</b>                               |  |               |             |        |               |             |        |                |             |        |             |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               |             | 305.25 |               |             |        |                | 274.20      |        | 579.45      |
| Superintendent                                      | Divisional Operations Superintendent     |               |             | 151.05 |               |             | 158.55 |                | 71.40       |        | 381.00      |
| <b>Central Operations</b>                           |  |               |             |        |               |             |        |                |             |        |             |
| <b>Public Protection &amp; Partnerships Command</b> |  |               |             |        |               |             |        |                |             |        |             |
| PSE   | Children & Young People Manager          |               |             | 76.97  |               |             |        |                |             |        | 76.97       |
| PSE   | Crime Reduction Project Manager          |               | 15.78       | 90.25  |               |             |        |                | 58.04       |        | 164.07      |
| PSE   | Reducing Offending Manager               |               |             |        |               | 25.95       | 92.41  |                | 10.00       | 18.00  | 146.36      |
| PSE   | Domestic Abuse & Hate Crime Manager      |               |             |        |               |             | 339.38 |                |             |        | 339.38      |
| Det Superintendent                                  | PVP D Supt                               |               |             |        |               |             |        |                | 43.83       | 794.27 | 838.10      |
| Tmp Chief Super.                                    | Head of Public Protect & Part. D Ch Supt |               |             |        |               |             |        |                | 29.21       | 99.10  | 128.31      |
| <b>Special Branch and Criminal Justice</b>          |  |               |             |        |               |             |        |                |             |        |             |
| PSE   | Forensic Nurse Manager                   |               |             |        |               |             | 19.35  |                | 30.96       |        | 50.31       |
| PSE   | Head of Crime Prosecutions               |               |             | 58.64  |               |             |        |                |             |        | 58.64       |
| PSE   | Criminal Justice Operations Manager      |               |             | 100.68 |               |             |        |                |             |        | 100.68      |
| PSE   | Head of Custody & Healthcare             |               |             | 51.60  |               |             |        |                | 95.46       |        | 147.06      |
| PSE   | Ports Co-ordination Manager              |               |             | 87.10  |               | 19.85       | 127.39 |                | 46.01       |        | 280.35      |
| Det Superintendent                                  | Criminal Justice D Supt                  |               |             |        |               |             |        |                | 27.00       | 368.65 | 395.65      |
| Superintendent                                      | Criminal Justice D Supt                  |               |             | 211.50 |               |             |        |                | 45.90       |        | 257.40      |
| Superintendent                                      | Head of SB & Strategic Senior Ports Supt |               | 24.46       | 99.60  |               |             |        |                |             |        | 124.06      |
| Tmp Det Super.                                      | Head of SB & Strategic Senior Ports Supt |               |             |        |               |             | 48.60  |                |             |        | 48.60       |
| <b>Tactical Operations Command</b>                  |  |               |             |        |               |             |        |                |             |        |             |
| PSE   | Firearms Manager                         |               |             | 40.53  |               |             |        |                |             |        | 40.53       |
| PSE   | Planning & Business Continuity Manager   |               |             |        |               |             |        |                | 72.09       |        | 72.09       |
| Chief Superintendent                                | Tactical Operations Command Ch Supt      |               |             |        |               |             | 210.25 |                | 50.00       |        | 260.25      |
| Superintendent                                      | Strategic Operations Supt                |               |             | 23.10  |               |             | 11.40  |                | 8.20        | 34.25  | 76.95       |
| Superintendent                                      | Tactical Operations Supt                 |               |             | 60.75  |               |             |        |                | 57.15       |        | 117.90      |
| <b>Crime and Incident Response Command</b>          |  |               |             |        |               |             |        |                |             |        |             |
| PSE   | Customer Service Manager                 |               |             | 51.72  |               |             |        |                |             |        | 51.72       |
| PSE   | Systems & Change Manager                 |               |             |        |               |             | 23.36  |                |             |        | 23.36       |
| PSE   | Deputy Head of Crime & Incident Response |               |             | 87.72  |               | 20.80       | 154.80 |                |             |        | 263.32      |
| Superintendent                                      | IMU Supt                                 |               |             | 188.10 |               |             | 54.00  |                |             |        | 242.10      |

|  |   |       |        |       |        |        |          |
|--|---|-------|--------|-------|--------|--------|----------|
| FCC - Level 8  | FCR Team Leader Level 8                 |       |        |       |        | 34.50  | 34.50    |
| <b><u>Kent &amp; Essex Serious Crime Directorate</u></b> |   |       |        |       |        |        |          |
| Kent & Essex Serious Crime Directorate                   |   |       |        |       |        |        |          |
| PSE  | Central Authorities Bureau Manager      |       | 45.86  |       |        |        | 45.86    |
| PSE  | Financial Investigation Supervisor      |       | 36.22  |       |        |        | 36.22    |
| PSE  | Senior Crime Scene Investigator         |       | 14.62  |       | 27.09  |        | 41.71    |
| PSE  | Senior Crime Scene Investigator         |       | 97.18  |       | 96.32  | 86.56  | 280.06   |
| PSE  | Senior Crime Scene Investigator         |       | 28.38  |       |        |        | 28.38    |
| PSE  | Senior Crime Scene Investigator         |       |        |       | 301.00 |        | 301.00   |
| PSE  | Senior Crime Scene Investigator         |       | 22.36  | 11.95 | 91.59  | 18.05  | 124.27   |
| PSE  | Digital Forensics Team Leader           |       | 33.54  |       |        | 25.80  | 59.34    |
| PSE  | Digital Forensics Team Leader           |       | 147.49 |       |        |        | 147.49   |
| PSE  | Principal Crime Scene Co-ordinator      |       | 82.78  |       |        |        | 244.46   |
| PSE  | Review Officer                          |       |        |       |        | 87.57  | 177.01   |
| Det Chief Super.   | Deputy Head of Serious Crime Ch Supt    |       | 487.04 |       |        | 529.20 | 1,384.32 |
| Det Superintendent                                       | CHIS Detective Superintendent           |       | 152.20 |       |        | 293.00 | 445.20   |
| Det Superintendent                                       | Covert Support D Supt                   |       | 180.90 |       |        | 256.05 | 655.20   |
| Det Superintendent                                       | Head of Major Crime D Supt              |       |        |       |        | 82.63  | 528.38   |
| Tmp Det Super.   | SCD Det Superintendent                  |       |        | 12.10 | 92.50  |        | 104.60   |
| PSE  | Senior Business Manager Serious Crime   |       | 70.31  |       |        | 3.45   | 73.76    |
| PSE  | Head of Forensics                       |       |        |       |        | 86.86  | 86.86    |
| <b><u>DCC's Portfolio</u></b>                            |   |       |        |       |        |        |          |
| <b>Corporate Services</b>                                |   |       |        |       |        |        |          |
| PSE  | Change Team Facilitator                 |       | 14.62  |       |        |        | 14.62    |
| PSE  | DM Project Manager                      |       |        |       |        | 24.23  | 24.23    |
| PSE  | Programme Management Office Manager     |       |        |       | 5.50   |        | 5.50     |
| Chief Superintendent                                     | Performance Chief Superintendent        |       | 300.19 |       |        |        | 300.19   |
| Superintendent   | Innovation Task Force Supt              | 11.97 | 84.60  |       |        |        | 96.57    |
| Superintendent   | Mobile Policing & Innovation Supt       | 8.19  | 136.80 |       |        |        | 144.99   |
| PSE  | Continuous Improvement Consultant       |       |        |       | 115.75 |        | 115.75   |
| PSE  | Continuous Improvement Consultant       |       |        |       | 251.32 | 179.31 | 430.63   |
| PSE  | Head of Continuous Improvement          |       |        |       | 156.60 | 497.08 | 653.68   |
| <b>Professional Standards</b>                            |   |       |        |       |        |        |          |
| PSE  | Operational Security Auditor & Assessor |       |        | 11.20 | 185.32 |        | 196.52   |
| PSE  | Physical & Digital Records Manager      |       | 169.42 | 17.71 | 126.43 | 67.08  | 380.64   |
| PSE  | Head of PSD                             |       | 76.70  |       | 204.20 | 76.60  | 357.50   |
| Superintendent   | Head of Complaints & Misconduct Supt    |       | 84.00  | 57.12 |        | 4.70   | 239.12   |
| Superintendent   | Standards & Discipline Supt             | 29.85 | 156.90 |       | 109.80 |        | 296.55   |
| PSE  | Head of Central Vetting Unit            |       | 92.60  |       |        |        | 92.60    |
| PSE  | Operational & Information Security Head |       | 65.35  |       |        |        | 65.35    |
| PSE  | Head of Information Security Governance |       |        |       | 198.35 |        | 198.35   |
| <b>Corporate Communications</b>                          |   |       |        |       |        |        |          |
| PSE  | P&CC Communications Manager             |       |        |       | 74.96  |        | 74.96    |
| PSE  | Head of Press Office                    |       |        |       | 28.38  |        | 28.38    |
| <b><u>Kent &amp; Essex Support Services</u></b>          |   |       |        |       |        |        |          |
| <b>Support Services</b>                                  |   |       |        |       |        |        |          |
| PSE  | Architectural Building Surveyor         |       | 233.06 |       |        | 332.67 | 845.23   |
| PSE  | Athena Contracts & Procurement Manager  |       |        |       | 43.00  |        | 43.00    |
| PSE  | Capital Accountant                      |       | 17.20  |       |        |        | 17.20    |

|  |  |             |               |                 |              |               |                 |             |               |                 |                  |
|--|--|-------------|---------------|-----------------|--------------|---------------|-----------------|-------------|---------------|-----------------|------------------|
| PSE  | Engineering Maintenance Manager          |             | 212.98        |                 |              | 144.91        |                 |             | 357.89        |                 |                  |
| PSE  | HR Partner                               |             | 129.00        |                 |              |               |                 |             | 129.00        |                 |                  |
| PSE  | HR Partner                               |             |               |                 |              |               | 40.03           |             | 40.03         |                 |                  |
| PSE  | Physiotherapist                          |             |               |                 |              |               | 344.54          |             | 344.54        |                 |                  |
| PSE  | Project Manager                          |             |               | 83.50           | 15.25        | 30.20         |                 |             | 128.95        |                 |                  |
| PSE  | Senior Category Manager                  |             |               |                 |              | 15.10         |                 |             | 15.10         |                 |                  |
| PSE  | Senior Contracts Manager                 |             |               |                 |              | 3.20          |                 |             | 3.20          |                 |                  |
| PSE  | Server & Infrastructure Team Leader      |             |               |                 |              |               | 17.20           |             | 17.20         |                 |                  |
| PSE  | Tax Accountant                           |             | 7.74          |                 |              |               |                 |             | 7.74          |                 |                  |
| PSE  | Team Leader - Commercial Applications    |             |               |                 | 8.48         |               |                 |             | 8.48          |                 |                  |
| PSE  | Network Services Team Leader             |             | 24.12         |                 |              |               | 18.06           |             | 42.18         |                 |                  |
| PSE  | Occupational Health Adviser              |             | 62.50         |                 |              |               | 90.01           |             | 152.51        |                 |                  |
| PSE  | Occupational Health Adviser              |             |               |                 |              |               | 202.63          |             | 202.63        |                 |                  |
| PSE  | Business Services Manager (Geographic)   |             | 127.71        |                 |              |               | 132.01          |             | 259.72        |                 |                  |
| PSE  | Clinical Nurse Manager                   |             |               |                 |              | 239.94        |                 |             | 239.94        |                 |                  |
| PSE  | Head of Contract Management              |             | 10.20         |                 |              | 39.90         |                 |             | 50.10         |                 |                  |
| PSE  | Health and Safety Manager                |             | 18.60         |                 |              | 86.00         |                 |             | 104.60        |                 |                  |
| PSE  | Service Delivery Manager                 |             |               |                 |              | 17.20         |                 |             | 17.20         |                 |                  |
| PSE  | Technical Solutions Architect            |             | 46.89         |                 | 4.80         | 87.72         |                 |             | 139.41        |                 |                  |
| PSE  | Transport Services Delivery Manager      |             | 5.00          |                 |              |               | 188.00          |             | 193.00        |                 |                  |
| PSE  | Head of Operational HR                   |             | 77.50         |                 |              |               | 3.50            |             | 81.00         |                 |                  |
| Superintendent                               | ESMCP Programme Manager Supt             | 13.20       | 173.50        |                 |              |               | 203.30          |             | 390.00        |                 |                  |
| Tmp Chief Super.                             | Performance Chief Superintendent         |             | 45.60         |                 |              |               |                 |             | 45.60         |                 |                  |
| PSE  | Athena Business Change Manager           |             |               |                 |              | 56.55         |                 |             | 56.55         |                 |                  |
| PSE  | Head of Health & Wellbeing               |             | 53.70         |                 |              |               |                 |             | 53.70         |                 |                  |
| PSE  | Procurement Services Delivery Manager    |             |               |                 |              | 44.29         | 50.74           |             | 95.03         |                 |                  |
| PSE  | Digital Transformation Programme Manager |             | 136.74        |                 |              | 23.00         |                 |             | 159.74        |                 |                  |
| PSE  | Head of Programme Delivery               |             |               |                 |              | 50.10         |                 |             | 50.10         |                 |                  |
| <b><u>Athena Management Organisation</u></b> |  |             |               |                 |              |               |                 |             |               |                 |                  |
| <b>Athena Management Organisation</b>        |  |             |               |                 |              |               |                 |             |               |                 |                  |
| PSE  | Business Advisor Manager                 | 5.00        | 107.91        |                 | 3.58         | 6.30          | 24.91           | 24.00       | 171.70        |                 |                  |
| <b>Grand Total</b>                           |  | <b>0.00</b> | <b>108.45</b> | <b>6,260.42</b> | <b>83.50</b> | <b>208.79</b> | <b>5,665.21</b> | <b>0.00</b> | <b>298.53</b> | <b>6,979.51</b> | <b>19,604.41</b> |

**Expenses for Supt and above, including Heads of Dept and PSEs of G grade upwards**

This excludes the CC, DCC, ACCs & DFA which is completed separately

| Directorate   | Command                                  | Oct-18        |             |        | Nov-18        |             |        | Dec-18        |             |        | Grand Total |
|---|--|---------------|-------------|--------|---------------|-------------|--------|---------------|-------------|--------|-------------|
|   |  | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel |             |
| <b>Local Policing</b>                               |  |               |             |        |               |             |        |               |             |        |             |
| <b>West Division</b>                                |  |               |             |        |               |             |        |               |             |        |             |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               | 37.00       | 214.20 |               |             |        | 167.85        |             |        | 419.05      |
| Superintendent                                      | Divisional Operations Superintendent     |               |             |        |               |             |        |               |             |        | 0.00        |
| <b>East Division</b>                                |  |               |             |        |               |             |        |               |             |        |             |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               |             | 364.35 |               |             |        |               |             |        | 364.35      |
| Superintendent                                      | Divisional Operations Superintendent     |               |             |        |               |             | 10.45  | 3.50          |             |        | 13.95       |
| Superintendent                                      | Divisional Investigations Det Supt       |               |             |        |               |             |        | 1,617.75      |             |        | 1,617.75    |
| <b>North Division</b>                               |  |               |             |        |               |             |        |               |             |        |             |
| Chief Superintendent                                | Divisional Commander Ch Supt             |               | 15.80       | 172.50 |               |             |        |               | 403.05      |        | 591.35      |
| Superintendent                                      | Divisional Operations Superintendent     |               |             | 152.40 |               |             |        |               | 179.85      |        | 332.25      |
| <b>Central Operations</b>                           |  |               |             |        |               |             |        |               |             |        |             |
| <b>Public Protection &amp; Partnerships Command</b> |  |               |             |        |               |             |        |               |             |        |             |
| PSE   | Children & Young People Manager          |               |             |        |               |             |        | 135.12        | 22.20       | 54.55  | 211.87      |
| PSE   | Crime Reduction Project Manager          |               |             |        |               |             |        |               |             | 23.32  | 23.32       |
| PSE   | Reducing Offending Manager               |               |             |        |               | 3.88        | 55.90  |               | 58.95       | 52.81  | 171.54      |
| PSE   | Domestic Abuse & Hate Crime Manager      |               |             |        |               |             |        |               |             |        | 0.00        |
| Det Superintendent                                  | PVP D Supt                               |               |             |        |               |             |        |               | 45.12       | 506.69 | 551.81      |
| D Chief Super.                                      | Head of Public Protect & Part. D Ch Supt |               |             | 96.90  |               |             |        |               |             | 381.60 | 478.50      |
| T/Chief Super.                                      | Head of Public Protect & Part. D Ch Supt |               |             |        | 0.00          | 6.05        |        |               |             |        | 6.05        |
| <b>Special Branch and Criminal Justice</b>          |  |               |             |        |               |             |        |               |             |        |             |
| PSE   | Forensic Nurse Manager                   |               |             |        |               |             |        |               |             | 7.03   | 7.03        |
| PSE   | Head of Crime Prosecutions               |               |             | 50.74  |               |             |        | 86.86         |             | 194.36 | 331.96      |
| PSE   | Criminal Justice Operations Manager      |               |             |        |               |             |        |               |             |        | 0.00        |
| PSE   | Head of Custody & Healthcare             |               |             |        |               |             |        | 165.98        |             |        | 165.98      |
| PSE   | Ports Co-ordination Manager              |               |             |        |               | 24.49       | 171.16 |               |             |        | 195.65      |
| PSE   | KCJB Programme Manager                   |               |             |        |               |             |        |               |             | 64.48  | 64.48       |
| Det Superintendent                                  | Criminal Justice D Supt                  |               |             | 144.45 |               |             |        |               |             |        | 144.45      |
| Superintendent                                      | Criminal Justice D Supt                  |               |             |        |               |             |        |               |             |        | 0.00        |
| Superintendent                                      | Head of SB & Strategic Senior Ports Supt |               |             |        |               |             |        |               | 563.70      |        | 563.70      |
| Tmp Det Super.                                      | Head of SB & Strategic Senior Ports Supt |               |             |        |               |             |        |               |             |        | 0.00        |
| Det Chief Superintendent                            | Strategic Partnerships Command Ch Supt   |               | 17.45       | 178.95 |               |             |        |               |             |        | 196.40      |
| <b>Tactical Operations Command</b>                  |  |               |             |        |               |             |        |               |             |        |             |
| PSE   | Command Training Manager                 |               | 32.54       | 177.73 |               |             |        |               | 50.91       | 166.41 | 427.59      |
| PSE   | Firearms Manager                         |               |             |        |               |             |        |               |             |        | 0.00        |
| PSE   | Planning & Business Continuity Manager   |               |             | 1.50   |               |             |        |               |             |        | 1.50        |
| Chief Superintendent                                | Tactical Operations Command Ch Supt      |               |             | 205.55 |               | 62.74       | 313.00 |               | 50.00       | 38.60  | 669.89      |
| Superintendent                                      | Strategic Operations Supt                |               |             |        |               |             |        |               |             | 12.70  | 12.70       |
| Superintendent                                      | Tactical Operations Supt                 |               |             |        |               |             |        |               |             | 37.80  | 37.80       |
| <b>Crime and Incident Response Command</b>          |  |               |             |        |               |             |        |               |             |        |             |

|  |  |       |        |       |        |  |  |        |         |          |
|--|--|-------|--------|-------|--------|--|--|--------|---------|----------|
| PSE  | Customer Service Manager                 |       |        |       |        |  |  | 24.10  |         | 24.10    |
| PSE  | Systems & Change Manager                 |       |        |       |        |  |  |        |         | 0.00     |
| PSE  | Deputy Head of Crime & Incident Response |       | 67.94  |       |        |  |  |        | 105.78  | 173.72   |
| Superintendent   | IMU Supt                                 |       |        |       |        |  |  | 37.60  |         | 37.60    |
| FCC - Level 8  | FCR Team Leader Level 8                  |       |        |       |        |  |  |        | 38.70   | 38.70    |
| FCC - Level 8  | FCR Team Leader Level 8                  |       |        |       |        |  |  |        | 68.80   | 68.80    |
| FCC - Level 8  | FCR Team Leader Level 8                  |       |        |       |        |  |  |        | 36.98   | 36.98    |
| <b><u>Kent &amp; Essex Serious Crime Directorate</u></b> |  |       |        |       |        |  |  |        |         |          |
| Kent & Essex Serious Crime Directorate                   |  |       |        |       |        |  |  |        |         |          |
| PSE  | Central Authorities Bureau Manager       |       |        |       |        |  |  | 33.89  |         | 33.89    |
| PSE  | Financial Investigation Supervisor       |       |        |       |        |  |  |        |         | 0.00     |
| PSE  | Senior Crime Scene Investigator          |       |        |       |        |  |  | 46.44  | 40.42   | 86.86    |
| PSE  | Senior Crime Scene Investigator          |       | 165.55 |       |        |  |  | 83.85  | 10.25   | 121.26   |
| PSE  | Senior Crime Scene Investigator          | 18.50 | 149.21 |       |        |  |  | 43.43  | 46.44   | 257.58   |
| PSE  | Senior Crime Scene Investigator          |       |        |       |        |  |  | 458.38 | 264.88  | 723.26   |
| PSE  | Senior Crime Scene Investigator          |       | 57.19  |       |        |  |  |        |         | 57.19    |
| PSE  | Senior Crime Scene Investigator          |       | 81.70  |       |        |  |  | 9.46   | 8.25    | 124.78   |
| PSE  | Digital Forensics Team Leader            |       |        |       |        |  |  | 182.32 |         | 182.32   |
| PSE  | Digital Forensics Team Leader            |       | 78.69  |       |        |  |  | 118.25 |         | 196.94   |
| PSE  | Principal Crime Scene Co-ordinator       |       | 91.16  |       |        |  |  | 239.51 | 40.90   | 371.57   |
| PSE  | Review Officer                           |       |        |       |        |  |  |        |         | 0.00     |
| Det Chief Super.   | Deputy Head of Serious Crime Ch Supt     |       | 345.94 |       | 53.74  |  |  | 350.75 | 47.51   | 1,453.23 |
| Det Superintendent                                       | CHIS Detective Superintendent            |       | 234.45 |       |        |  |  |        |         | 539.30   |
| Det Superintendent                                       | Covert Support D Supt                    |       | 175.05 |       |        |  |  | 80.55  |         | 351.90   |
| Det Superintendent                                       | Head of Major Crime D Supt               | 47.85 | 101.50 | 58.80 | 571.37 |  |  | 439.22 | -234.58 | 1,586.61 |
| Tmp Det Super.   | SCD Det Superintendent                   |       |        |       | 83.98  |  |  | 198.90 |         | 282.88   |
| PSE  | Senior Business Manager Serious Crime    |       |        |       |        |  |  |        |         | 0.00     |
| PSE  | Head of Forensics                        |       | 50.26  |       |        |  |  |        |         | 50.26    |
| PSE  | Digital Forensics Analyst                |       |        |       |        |  |  | 22.00  |         | 22.00    |
| PSE  | Digital Forensics Manager                |       | 365.93 |       |        |  |  |        |         | 365.93   |
| PSE  | Review Officer                           | 13.45 | 18.00  |       |        |  |  |        | 64.23   | 95.68    |
| PSE  | Review Officer                           |       |        |       |        |  |  | 169.55 | 4.15    | 340.11   |
| PSE  | Review Officer                           |       |        |       |        |  |  | 32.68  |         | 32.68    |
| <b><u>DCC's Portfolio</u></b>                            |  |       |        |       |        |  |  |        |         |          |
| <b>Corporate Services</b>                                |  |       |        |       |        |  |  |        |         |          |
| PSE  | Change Team Facilitator                  |       | 16.34  |       |        |  |  |        |         | 16.34    |
| PSE  | DM Project Manager                       |       |        |       |        |  |  |        |         | 0.00     |
| PSE  | Programme Management Office Manager      |       |        |       |        |  |  |        | 50.31   | 50.31    |
| Superintendent   | Performance Superintendent               |       |        |       |        |  |  | 129.15 |         | 129.15   |
| Superintendent   | Innovation Task Force Supt               |       | 89.85  |       |        |  |  | 38.70  | 10.35   | 138.90   |
| Superintendent   | Mobile Policing & Innovation Supt        | 12.14 | 107.05 |       |        |  |  |        | 235.80  | 354.99   |
| PSE  | Continuous Improvement Consultant        |       |        |       |        |  |  |        | 34.40   | 34.40    |
| PSE  | Continuous Improvement Consultant        |       | 202.48 |       |        |  |  | 26.66  | 56.15   | 285.29   |
| PSE  | Head of Continuous Improvement           |       | 151.36 |       |        |  |  |        | 118.68  | 270.04   |
| PSE  | Joint Data Protection Project Manager    |       |        |       |        |  |  | 190.06 |         | 190.06   |
| PSE  | Deputy Head of Analysis                  |       |        |       |        |  |  |        | 180.60  | 180.60   |
| PSE  | Head of Information Security Governance  |       |        |       |        |  |  | 26.23  |         | 26.23    |
| PSE  | Head of Performance & Change             |       | 31.10  |       |        |  |  | 62.80  |         | 93.90    |
| PSE  | FCIR & Head Operational Stds & Practice  |       |        |       | 61.15  |  |  |        |         | 61.15    |
| Superintendent   | Head of Continuous Improvement Supt      |       |        |       |        |  |  |        | 56.10   | 56.10    |
| <b>Professional Standards</b>                            |  |       |        |       |        |  |  |        |         |          |
| PSE  | Operational Security Auditor & Assessor  |       | 65.36  |       |        |  |  |        | 22.27   | 146.19   |



|   |  |       |        |        |       |       |        |        |  |
|---|--|-------|--------|--------|-------|-------|--------|--------|--|
| PSE   | Physical & Digital Records Manager       |       | 304.44 |        |       |       | 227.04 | 531.48 |  |
| PSE   | Head of PSD                              |       | 24.30  |        |       | 33.93 |        | 58.23  |  |
| Superintendent                                  | Head of Complaints & Misconduct Supt     |       | 329.05 |        |       |       | 218.85 | 547.90 |  |
| Superintendent                                  | Standards & Discipline Supt              |       |        |        |       |       |        | 0.00   |  |
| PSE   | Head of Central Vetting Unit             |       |        |        |       |       | 102.00 | 102.00 |  |
| PSE   | Operational & Information Security Head  |       | 233.18 |        |       |       | 82.13  | 315.31 |  |
| PSE   | Head of Information Security Governance  |       |        |        |       |       |        | 0.00   |  |
| PSE   | Head of Strat Procurement - Seven Forces |       |        |        |       |       | 383.99 | 383.99 |  |
| <b>Corporate Communications</b>                 |  |       |        |        |       |       |        |        |  |
| PSE   | P&CC Communications Manager              |       |        |        |       |       | 29.08  | 29.08  |  |
| PSE   | Head of Digital, Int Comms & Marketing   |       |        |        |       |       | 73.10  | 73.10  |  |
| <b><u>Kent &amp; Essex Support Services</u></b> |  |       |        |        |       |       |        |        |  |
| <b>Support Services</b>                         |  |       |        |        |       |       |        |        |  |
| Superintendent                                  | ESMCP Programme Manager Supt             | 52.00 |        |        |       |       | 146.95 | 198.95 |  |
| Superintendent                                  | HR Innovation Team Supt                  |       |        |        |       |       | 243.45 | 243.45 |  |
| PSE   | Capital Accountant                       |       |        |        |       |       | 89.00  | 89.00  |  |
| PSE   | Engineering Services Manager             |       |        |        |       |       | 33.97  | 33.97  |  |
| PSE   | HR Partner                               |       | 29.67  |        |       |       |        | 29.67  |  |
| PSE   | Physiotherapist                          |       |        |        |       |       | 326.80 | 326.80 |  |
| PSE   | Project Manager                          |       | 27.65  | 45.00  | 2.49  | 5.90  | 22.30  | 103.34 |  |
| PSE   | Recruitment & Planning Partner           |       |        | 666.34 |       |       | 67.94  | 734.28 |  |
| PSE   | Senior Category Manager                  |       |        | 37.84  |       |       |        | 37.84  |  |
| PSE   | Engineering Maintenance Manager          |       |        |        |       |       | 273.48 | 407.21 |  |
| PSE   | Practical Skills Training Manager        |       | 24.00  |        |       |       |        | 24.00  |  |
| PSE   | Tax Accountant                           |       |        |        |       |       | 29.24  | 29.24  |  |
| PSE   | HR Organisational Management Partner     |       |        |        |       |       | 159.96 | 159.96 |  |
| PSE   | Server & Infrastructure Team Leader      |       |        | 17.20  |       |       |        | 17.20  |  |
| PSE   | Team Leader, Software Development        |       |        |        |       |       | 113.40 | 113.40 |  |
| PSE   | Team Leader, Software Development        |       |        |        |       |       | 38.58  | 38.58  |  |
| PSE   | Network Services Team Leader             |       |        |        |       |       | 73.96  | 73.96  |  |
| PSE   | Technical Solutions Designer             |       |        |        |       |       | 35.26  | 35.26  |  |
| PSE   | Team Leader - Commercial Applications    |       | 5.23   | 5.70   |       |       |        | 10.93  |  |
| PSE   | Architectural Building Surveyor          |       |        |        |       | 13.45 | 477.02 | 490.47 |  |
| PSE   | Driver Training Manager                  |       |        |        |       | 5.09  |        | 5.09   |  |
| PSE   | Occupational Health Adviser              |       |        |        |       |       | 82.56  | 82.56  |  |
| PSE   | Occupational Health Adviser              |       |        |        |       |       | 139.65 | 139.65 |  |
| PSE   | Occupational Health Adviser              |       |        | 28.81  |       |       | 57.62  | 86.43  |  |
| PSE   | HR Strategy Project Manager              |       |        |        |       |       | 589.26 | 589.26 |  |
| PSE   | HR Strategy Project Manager              |       |        |        |       |       | 126.74 | 126.74 |  |
| PSE   | Head of Employee Relations               |       |        |        |       |       | 3.50   | 3.50   |  |
| PSE   | Learning & Development Operation Manager |       |        |        |       |       | 100.19 | 100.19 |  |
| PSE   | Senior Business Manager IT               |       |        |        |       |       | 100.62 | 100.62 |  |
| PSE   | Procurement Services Delivery Manager    |       |        | 44.29  |       |       |        | 44.29  |  |
| PSE   | Procurement Services Delivery Manager    |       |        |        |       |       | 28.00  | 28.00  |  |
| PSE   | Head of Health & Wellbeing               |       |        |        |       |       | 94.35  | 94.35  |  |
| PSE   | Digital Transformation Programme Manager |       |        |        |       |       | 148.78 | 148.78 |  |
| PSE   | Business Services Manager (Geographic)   |       |        |        |       |       | 448.06 | 448.06 |  |
| PSE   | Health and Safety Manager                |       |        |        |       |       | 38.97  | 38.97  |  |
| PSE   | Transport Services Delivery Manager      |       |        | 5.00   |       |       |        | 5.00   |  |
| PSE   | Technical Solutions Architect            |       |        | 43.00  | 26.69 | 31.60 |        | 101.29 |  |
| PSE   | EUC Support Manager                      |       |        | 111.37 |       |       | 13.76  | 125.13 |  |
| PSE   | Service Delivery Manager                 |       |        |        |       |       | 34.40  | 34.40  |  |
| PSE   | Head of Contract Management              |       |        | 74.70  |       |       |        | 74.70  |  |

|  |                                  |       |        |          |      |        |          |        |           |        |           |
|--|----------------------------------|-------|--------|----------|------|--------|----------|--------|-----------|--------|-----------|
| PSE  | Head of Contract Management      |       |        |          |      | 30.65  |          |        |           | 30.65  |           |
| PSE  | Head of Operational HR           |       | 78.30  |          |      | 45.90  |          | 83.10  |           | 207.30 |           |
| PSE  | Head of Procurement              |       |        |          |      |        |          | 197.80 |           | 197.80 |           |
| PSE  | Head of Human Resources          |       | 50.20  |          |      |        |          | 50.20  |           | 100.40 |           |
| Tmp Chief Super.                             | Performance Chief Superintendent |       | 73.05  |          |      |        |          |        |           | 73.05  |           |
| Tmp Chief Super.                             | Performance Ch Supt              |       |        |          |      | 41.55  |          |        |           | 41.55  |           |
| <b><u>Athena Management Organisation</u></b> |                                  |       |        |          |      |        |          |        |           |        |           |
| <b>Athena Management Organisation</b>        |                                  |       |        |          |      |        |          |        |           |        |           |
| PSE  | Business Advisor Manager         |       |        |          | 8.93 | 70.52  |          |        |           | 79.45  |           |
| <b><u>ACC Fire Collab &amp; Athena</u></b>   |                                  |       |        |          |      |        |          |        |           |        |           |
| <b>Fire Collab &amp; Athena</b>              |                                  |       |        |          |      |        |          |        |           |        |           |
| PSE  | Business Advisor Manager         |       |        |          |      |        | 29.87    | 6.30   |           | 36.17  |           |
| Grand Total                                  |                                  | 99.85 | 305.26 | 6,564.12 | 0.00 | 924.05 | 6,560.56 | 129.41 | 11,400.54 | 0.00   | 26,019.96 |

**Expenses for Supt and above, including Heads of Dept and PSEs of G grade upwards**

This excludes the CC, DCC, ACCs & DFA which is completed separately

| Directorate & Command                             | Rank                 | Role                                     | Jan-19        |             |        | Feb-19        |             |        | Mar-19        |             |          | Grand Total |
|---|----------------------|--|---------------|-------------|--------|---------------|-------------|--------|---------------|-------------|----------|-------------|
|   |                      |  | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel | Accommodation | Subsistence | Travel   |             |
| <b>Central Operations</b>                         |                      |  |               |             |        |               |             |        |               |             |          |             |
| Tactical Operations Command                       | Chief Superintendent | Tactical Operations Command Ch Supt      |               |             |        | 50.00         |             | 203.80 |               | 50.00       |          | 303.80      |
| Tactical Operations Command                       | Superintendent       | Strategic Operations Supt                |               |             |        |               |             | 48.60  |               |             |          | 48.60       |
| Tactical Operations Command                       | Superintendent       | Tactical Operations Supt                 |               |             |        |               |             |        |               |             | 31.50    | 31.50       |
| Tactical Operations Command                       | Band G               | Firearms Manager                         |               |             | 55.04  |               |             | 59.34  |               |             | 75.68    | 190.06      |
| Tactical Operations Command                       | Band G               | Command Training Manager                 |               |             |        | 36.37         |             | 91.92  |               |             |          | 128.29      |
| Tactical Operations Command                       | Tmp Superintendent   | Strategic Operations Supt                |               |             |        |               |             | 59.40  |               |             |          | 59.40       |
| Crime and Incident Response Command               | Chief Superintendent | Head of Crime & Incident Response Ch Sup |               |             |        |               |             |        | 96.60         |             |          | 96.60       |
| Crime and Incident Response Command               | Band G               | Customer Service Manager                 |               |             | 17.46  |               |             | 23.09  |               |             |          | 40.55       |
| Crime and Incident Response Command               | FCC - Level 8        | FCR Team Leader Level 8                  |               |             |        | 13.49         |             | 81.70  |               | 35.62       | 94.60    | 225.41      |
| Crime and Incident Response Command               | FCC - Level 8        | FCR Team Leader Level 8                  |               |             |        | 31.73         |             | 49.02  |               |             |          | 31.73       |
| Crime and Incident Response Command               | FCC - Level 8        | FCR Team Leader Level 8                  |               |             |        |               |             | 49.02  |               |             |          | 49.02       |
| Crime and Incident Response Command               | FCC - Level 8        | FCR Team Leader Level 8                  |               |             |        |               |             |        |               |             | 29.67    | 29.67       |
| Special Branch and Criminal Justice               | Superintendent       | Criminal Justice D Supt                  |               |             |        |               |             | 218.70 |               |             |          | 218.70      |
| Special Branch and Criminal Justice               | Superintendent       | Head of SB & Strategic Senior Ports Supt |               |             |        |               |             | 87.75  |               |             |          | 87.75       |
| Special Branch and Criminal Justice               | Band G               | Head of Crime Prosecutions               |               |             |        |               |             | 87.60  |               |             |          | 87.60       |
| Special Branch and Criminal Justice               | Band H               | KCJB Programme Manager                   |               |             |        |               |             | 167.09 |               |             | 49.74    | 216.83      |
| Special Branch and Criminal Justice               | Band H               | Criminal Justice Operations Manager      |               |             |        |               |             | 147.06 |               |             |          | 147.06      |
| Special Branch and Criminal Justice               | Band H               | Head of Custody & Healthcare             |               |             |        |               |             |        |               |             | 49.88    | 49.88       |
| Special Branch and Criminal Justice               | Tmp Det Super.       | Head of SB & Strategic Senior Ports Supt |               |             |        |               |             | 261.00 |               |             |          | 261.00      |
| Public Protection & Partnerships Command          | Det Chief Super.     | Head of Public Protect & Part. D Ch Supt |               |             | 134.55 |               |             | 177.00 |               |             |          | 311.55      |
| Public Protection & Partnerships Command          | Band G               | Crime Reduction Project Manager          |               |             | 70.32  |               |             |        |               |             | 60.21    | 130.53      |
| Public Protection & Partnerships Command          | Band G               | Domestic Abuse & Hate Crime Manager      |               | 80.85       | 290.03 |               |             |        |               |             |          | 370.88      |
| Public Protection & Partnerships Command          | Band G               | Reducing Offending Manager               |               |             | 12.47  |               | 10.01       | 80.58  |               | 7.00        | 15.80    | 125.86      |
| Public Protection & Partnerships Command          | Tmp Chief Super.     | Head of Public Protect & Part. D Ch Supt |               |             |        |               |             | 580.44 |               |             |          | 580.44      |
| <b>Kent &amp; Essex Serious Crime Directorate</b> |                      |  |               |             |        |               |             |        |               |             |          |             |
| Kent & Essex Serious Crime Directorate            | Det Chief Super.     | Deputy Head of Serious Crime Ch Supt     |               |             | 8.20   |               |             |        |               |             | 153.45   | 161.65      |
| Kent & Essex Serious Crime Directorate            | Det Superintendent   | CHIS Detective Superintendent            |               |             | 115.00 |               |             | 182.25 |               |             |          | 297.25      |
| Kent & Essex Serious Crime Directorate            | Band G               | Digital Forensic Analyst                 |               | 30.69       | 28.15  |               |             |        |               |             |          | 58.84       |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 539.22 |               |             | 82.56  |               |             | 199.95   | 821.73      |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 402.48 |               |             | 305.73 |               |             | 154.80   | 863.01      |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 95.03  |               |             |        |               | 10.95       | 165.98   | 271.96      |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 748.20 |               |             |        |               |             | 1,029.42 | 1,777.62    |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 27.09  |               |             |        |               | 133.32      |          | 160.41      |
| Kent & Essex Serious Crime Directorate            | Band G               | Senior Crime Scene Investigator          |               |             | 14.19  |               |             | 33.97  |               |             | 24.51    | 72.67       |
| Kent & Essex Serious Crime Directorate            | Band I               | Digital Forensics Manager                |               |             |        |               |             |        |               |             | 249.08   | 249.08      |
| Kent & Essex Serious Crime Directorate            | Band H               | Digital Forensics Team Leader            |               |             |        |               |             |        |               |             | 352.17   | 352.17      |
| Kent & Essex Serious Crime Directorate            | Band H               | Digital Forensics Team Leader            |               |             | 221.88 |               |             |        |               |             |          | 221.88      |
| Kent & Essex Serious Crime Directorate            | Band H               | Principal Crime Scene Co-ordinator       |               |             |        |               |             | 67.94  |               |             | 32.68    | 100.62      |
| Kent & Essex Serious Crime Directorate            | Band H               | Review Officer                           |               |             |        |               |             |        |               |             | 81.00    | 81.00       |
| Kent & Essex Serious Crime Directorate            | Band H               | Review Officer                           |               |             | 173.12 |               |             | 278.64 |               |             | 344.88   | 796.64      |
| Kent & Essex Serious Crime Directorate            | Band J               | Head of Forensics                        |               |             | 133.20 |               |             |        |               |             |          | 133.20      |
| <b>DCC's Portfolio</b>                            |                      |  |               |             |        |               |             |        |               |             |          |             |
| Corporate Communications                          | Band G               | P&CC Communications Manager              |               |             | 109.41 |               |             |        |               |             | 152.39   | 261.80      |
| Corporate Communications                          | Band G               | Communications Manager                   |               |             | 33.54  |               |             |        |               |             |          | 33.54       |
| Corporate Services                                | Superintendent       | Head of Continuous Improvement Supt      |               |             | 26.7   |               |             |        |               |             | 31.95    | 58.65       |
| Corporate Services                                | Superintendent       | Mobile Policing & Innovation Supt        |               |             | 125.25 |               | 48.61       | 31.95  |               | 70          | 159.94   | 435.75      |
| Corporate Services                                | Superintendent       | Innovation Task Force Supt               |               |             | 128.25 |               |             | 76.5   |               |             | 175.5    | 380.25      |
| Corporate Services                                | Band G               | Programme Management Office Manager      |               |             |        |               |             |        |               |             | 92.88    | 92.88       |
| Corporate Services                                | Band G               | Programme Management Office Manager      |               |             |        |               | 5.29        |        |               |             | 5.6      | 10.89       |
| Corporate Services                                | Band G               | DM Project Manager                       |               |             |        |               |             | 22.34  |               |             |          | 22.34       |

|   |                      |   |               |               |                 |               |               |                 |              |               |                 |                  |
|---|----------------------|---|---------------|---------------|-----------------|---------------|---------------|-----------------|--------------|---------------|-----------------|------------------|
| Corporate Services                              | Band G               | Change Team Facilitator                 |               |               |                 |               | 16.34         |                 | 69           | 85.34         |                 |                  |
| Corporate Services                              | Band I               | Head of Continuous Improvement          |               | 110.08        |                 |               | 159.96        |                 |              | 270.04        |                 |                  |
| Corporate Services                              | Band I               | Continuous Improvement Consultant       |               | 25.8          |                 |               |               |                 | 44.72        | 70.52         |                 |                  |
| Professional Standards                          | Band I               | Head of Central Vetting Unit            |               |               |                 |               |               |                 | 28.2         | 28.20         |                 |                  |
| Professional Standards                          | Band H               | Operational Security Auditor & Assessor |               |               |                 |               | 176.51        |                 |              | 176.51        |                 |                  |
| Professional Standards                          | Band H               | Physical & Digital Records Manager      |               | 242.52        |                 | 10.65         | 381.84        |                 | 218.44       | 853.45        |                 |                  |
| Professional Standards                          | Band J               | Operational & Information Security Head |               | 145.08        |                 |               |               |                 | 352.6        | 497.68        |                 |                  |
| <b><u>Kent &amp; Essex Support Services</u></b> |                      |   |               |               |                 |               |               |                 |              |               |                 |                  |
| Support Services                                | Superintendent       | ESMCP Programme Manager Supt            |               | 118.50        |                 |               |               |                 | 147.45       | 265.95        |                 |                  |
| Support Services                                | Band G               | HR Partner                              | 6.69          | 101.13        |                 |               |               |                 | 62.78        | 170.60        |                 |                  |
| Support Services                                | Band G               | Project Manager                         |               |               |                 |               | 20.30         |                 |              | 20.30         |                 |                  |
| Support Services                                | Band G               | Project Manager                         |               | 6.00          |                 |               |               |                 | 18.10        | 24.10         |                 |                  |
| Support Services                                | Band G               | Recruitment & Planning Partner          |               |               |                 |               | 192.92        |                 | 58.48        | 251.40        |                 |                  |
| Support Services                                | Band G               | Engineering Maintenance Manager         |               |               |                 |               | 212.42        |                 |              | 212.42        |                 |                  |
| Support Services                                | Band G               | Practical Skills Training Manager       |               |               |                 |               | 5.00          |                 |              | 5.00          |                 |                  |
| Support Services                                | Band G               | Tax Accountant                          |               |               |                 |               |               |                 | 7.74         | 7.74          |                 |                  |
| Support Services                                | Band G               | HR Organisational Management Partner    |               |               |                 |               | 14.62         |                 |              | 14.62         |                 |                  |
| Support Services                                | Band G               | Server & Infrastructure Team Leader     |               | 19.78         |                 |               |               |                 |              | 19.78         |                 |                  |
| Support Services                                | Band G               | Network Services Team Leader            |               | 6.02          |                 |               | 52.89         |                 | 37.41        | 96.32         |                 |                  |
| Support Services                                | Band G               | Technical Solutions Designer            |               |               |                 |               | 36.12         |                 |              | 36.12         |                 |                  |
| Support Services                                | Band G               | Architectural Building Surveyor         | 9.00          | 163.83        |                 |               | 120.11        |                 |              | 292.94        |                 |                  |
| Support Services                                | Band G               | Occupational Health Adviser             |               |               |                 |               |               |                 | 18.98        | 18.98         |                 |                  |
| Support Services                                | Band G               | Occupational Health Adviser             |               |               |                 |               | 32.68         |                 |              | 32.68         |                 |                  |
| Support Services                                | Band G               | HR Strategy Project Manager             |               | 34.40         |                 |               | 266.60        |                 | 86.00        | 387.00        |                 |                  |
| Support Services                                | Band I               | Head of Health & Wellbeing              |               |               |                 |               | 142.70        |                 |              | 142.70        |                 |                  |
| Support Services                                | Band H               | Bus Services Manager Service Delivery   |               |               |                 |               |               |                 | 8.00         | 8.00          |                 |                  |
| Support Services                                | Band H               | Health and Safety Manager               |               | 8.60          |                 |               |               |                 |              | 8.60          |                 |                  |
| Support Services                                | Band H               | Clinical Nurse Manager                  |               | 695.82        |                 |               |               |                 |              | 695.82        |                 |                  |
| Support Services                                | Band H               | Technical Solutions Architect           | 7.40          | 34.40         |                 |               |               | 4.25            | 20.80        | 66.85         |                 |                  |
| Support Services                                | Band K               | Head of Procurement                     |               | 264.02        |                 |               | 168.56        |                 | 104.92       | 537.50        |                 |                  |
| Support Services                                | Band J               | Chief Accountant                        |               | 885.61        |                 |               |               |                 |              | 885.61        |                 |                  |
| Support Services                                | Band J               | Head of Estates (Kent)                  |               |               |                 |               |               | 15.50           | 1,013.07     | 1,028.57      |                 |                  |
| Support Services                                | Tmp Superintendent   | HR Innovation Team Supt                 |               |               |                 |               |               |                 | 76.05        | 76.05         |                 |                  |
| Support Services                                | Tmp Chief Super.     | Performance Chief Superintendent        |               |               |                 |               | 40.80         |                 |              | 40.80         |                 |                  |
| <b><u>Local Policing</u></b>                    |                      |   |               |               |                 |               |               |                 |              |               |                 |                  |
| West Division                                   | Chief Superintendent | Divisional Commander Ch Supt            |               |               |                 |               | 784.40        |                 |              | 784.40        |                 |                  |
| West Division                                   | Tmp Superintendent   | Divisional Operations Superintendent    |               |               |                 |               | 183.60        |                 |              | 183.60        |                 |                  |
| North Division                                  | Chief Superintendent | Divisional Commander Ch Supt            |               | 116.10        |                 |               | 157.65        |                 | 171.90       | 445.65        |                 |                  |
| North Division                                  | Superintendent       | Divisional Operations Superintendent    |               | 139.50        |                 |               | 98.25         |                 | 74.10        | 311.85        |                 |                  |
| East Division                                   | Chief Superintendent | Divisional Commander Ch Supt            | 365.36        | 91.10         |                 | -50.00        |               |                 |              | 406.46        |                 |                  |
| East Division                                   | Superintendent       | Divisional Operations Superintendent    |               | 15.28         |                 |               |               |                 | 4.00         | 19.28         |                 |                  |
| <b><u>ACC Fire Collab and Athena</u></b>        |                      |   |               |               |                 |               |               |                 |              |               |                 |                  |
| Fire Collab and Athena                          | Band G               | Business Advisor Manager                |               | 18.77         | 48.70           |               | 16.33         | 56.60           | 19.52        | 84.47         | 244.39          |                  |
| <b>Grand Total</b>                              |                      |   | <b>365.36</b> | <b>168.68</b> | <b>6,801.89</b> | <b>-50.00</b> | <b>222.48</b> | <b>6,790.72</b> | <b>96.60</b> | <b>346.16</b> | <b>6,520.47</b> | <b>21,262.36</b> |