

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Thursday, 8th February, 2018, at 10.00 am** when the following business will be transacted

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

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

#### Membership

Councillor Brad Bradford	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Councillor John Knight	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Josie Iles	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Shepway District Council
Councillor Alan Horton	Swale Borough Council
Councillor Trevor Shonk	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

## **UNRESTRICTED ITEMS**

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

1 Introduction/Webcast Announcement

2 Apologies and Substitutes

3 Membership

To note that Cllr Michael John Holloway has replaced Cllr Keith Morris as a member of this Panel.

4 Declarations of Interests by Members in Items on the Agenda for this Meeting

5 Minutes of the Police and Crime Panel held on 15 November 2017 (Pages 3 - 8)

### **B - Statutory Requirements**

B1 Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and precept proposal for 2018/19 (Pages 9 - 62)

### **C - Commissioner's Reports Requested by the Panel/Offered by the Commissioner**

C1 Mental Health Update

### **D - Panel Matters**

D1 Panel Annual Report (Pages 63 - 66)

D2 Future work programme (Pages 67 - 68)

### **E - Questions to the Commissioner**

## **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 31 January 2018**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 15 November 2017.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr B Bradford, Cllr M Dearden, Cllr F Gooch, Cllr R Hogarth (Substitute for Cllr P Fleming), Cllr A Horton, Cllr J Knight, Cllr B Luker, Cllr T Shonk, Cllr P Todd, Cllr L Weatherly (Substitute for Cllr Sloan), Mrs E Bolton, Cllr J Burden and Cllr H Tejan

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

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

**UNRESTRICTED ITEMS****247. Minutes of the Police and Crime Panel held on 28 September 2017**  
(Item 4)

1. In relation to a question about the power to issue a penalty notice for parking in a restricted area outside a school the Commissioner confirmed that he was waiting for an update from the Force and would then inform the Panel.

RESOLVED that the minutes of the meeting on 28 September 2017 were an accurate record and that they be signed by the Chairman.

**248. Update on Expenditure to Support the Police & Crime Plan**  
(Item B1)

1. The Commissioner introduced his report which provided examples of how recent published expenditure supported delivery of the 'Safer in Kent' priorities.
2. The Amelix 'Is it worth it' tour was engaging and an alternative to traditional lectures.
3. Magnate Generation focussed on providing business opportunities with an aim of empowering young people and giving them opportunities in life.
4. The Commissioner referred to Shepway Chariots. This was not directly associated with crime diversion but was an example of where money raised from seized and auctioned property belonging to offenders, often vehicles used to commit crime, was being invested back into communities.
5. Alongside these projects the Commissioner said he had protected funding for Community Safety Partnerships, and this was due to continue for 2018/19. The

victims fund had also been protected for the past 2 years and would be protected next year.

6. Next year there would be further work on hate crime. The Commissioner reported that the Communities Together fund was currently closed due to its popularity and this would reopen next year.
7. In response to a question about Magnate Generation the Commissioner would report back to the Member on which school in Folkestone would be involved in the initial project. A member asked if £500 was sufficient funding for Shepway Chariots, and the Commissioner confirmed that Shepway Chariots were entitled to apply for more funding in the future if necessary.
8. Regarding Amelix Ltd a member asked if there were any action points regarding digital sunset activities. The Commissioner explained that he was keen to listen to young people about their experiences in relation to cyber-crime. The digital sunset project aimed to discourage the use of electronic devices in the evening. The Commissioner was exploring youth engagement to ensure that those who don't have a vote do have a voice. The related data would be published in due course.
9. In relation to membership of the National Rural Crime Network a member said that Kent ranked in the top 5 for rural crime. The Commissioner said that the intention of the funding was to share best practice and the Commissioner was asked what he had gained from the network given the enormity of rural crime. The Commissioner regularly engaged with groups and the NFU/countryside land owners to ensure that he understood the challenges that they faced. Rural crime was a priority, there was a focus on raising awareness of the challenges, learning from others good practice and bringing this good practice to Kent.
10. In response to a comment about engaging with young people who were at risk of entering the criminal justice system, the Commissioner explained that the Police Cadet Scheme would be expanding over the next couple of years. The national target was 25% of police cadets to be from 'vulnerable' backgrounds but over 30% of Kent's cadets were considered vulnerable. Work was also underway focussing on domestic violence in rural communities where there was evidence to suggest that there were problems in isolated communities.
11. A Member concurred that rural crime was increasing, he referred to problems in Thanet. The Commissioner acknowledged the issue and confirmed that the Chief Constable did have a dedicated rural policing team and dedicated PCSOs attached to local communities, including rural areas.
12. A member asked what criteria was being used to gauge the success of the Amelix Ltd tours? The Commissioner commented that when work was done to raise awareness there was then a challenge with increased crime reporting. The Commissioner was working to ensure that there were clear referral pathways and that young people were protected. Ways of measuring included feedback from schools, clear referral pathways, the monitoring of information coming from schools and numbers increasing. There was a low base line so crime statistics would show whether the impact had been successful.

RESOLVED that Members note the update on expenditure to support the Police and Crime Plan.

#### **249. Opportunities for the Future: progress update**

*(Item B2)*

1. The Commissioner introduced his report.
2. Referring to the paragraphs on Lobbying for a fairer funding settlement for Kent the Commissioner commented on the previous proposals to review the funding formula which had not been successful, this had now been reviewed and put on hold by the Home Office. Kent police had been judged by HMIC as good or outstanding in the PEEL assessments but this would be extremely difficult to maintain if the current funding situation continued.
3. Further collaboration was ongoing, the PCC would be appointed as an additional member of Kent and Medway Fire and Rescue Authority when legislation was changed and had also had discussions with the ambulance service to look at opportunities.
4. The Commissioner confirmed that there was a Cybercrime unit within the Serious Crime Directorate. The Police Cadet scheme continued to be successful and the Commissioner had aspirations for it to go county wide.
5. The Commissioner highlighted the role of the Special Constables, they were excellent and volunteered a huge amount of time.
6. In response to a question about the funding formula the Commissioner explained that the advice from the Home Office was that it was necessary to see what was in the budget the following week. Amber Rudd had made some comments about the policing budgets and the often high levels of reserves, there were concerns that this was not positive; however PCCs across the country had suggested a number of other options to the Government.
7. A Member asked how the Commissioner was ensuring the schemes involving young people were effective. The Commissioner referred to the Safer in Kent: Backing Young People document which set out how the Commissioner would hold the Chief Constable to account for issues affecting young people, it was important for young people to have a voice.
8. A Member asked why there was no mention of the dedicated Anti-Social Behaviour (ASB) unit and CCTV within the 'ideas tests during the consultation' section of the paper, the Commissioner explained that he was looking into these issues, he was looking at more innovative ways of using CCTV and had had discussions with private sector organisations. ASB would be considered as part of budget setting process and commissioning intentions for next year.
9. In response to a question about the length of time it takes to clear Kent's motorways after road traffic incidents the Commissioner explained that road closures were often necessary for investigations following an incident, particularly in cases of injury or death; it was not always possible to speed things up. In response to a point about ensuring the public was kept informed of road closures

and delays the Commissioner explained that information was provided via social media and through Kent Online and Kent Live.

10. In response to a question about drone technology and whether this was used in Kent when dealing with road traffic collisions the Commissioner explained that Kent police did have drones with fixed cameras, which were in use for searching for missing persons for example but drone technology was not currently used for road traffic collisions as far as the Commissioner was aware.
11. A Member asked if the Ambulance Service had been receptive to discussions about collaboration; the Commissioner explained that the Chief Executive had been in post for 7 months and discussions had been very positive and there was a willingness to work with the Police and Fire Service. There was a duty to collaborate but, regardless of that duty, conversations had been very positive.
12. A Member referred to the collaboration with the NHS and the suggestion of penalising NHS Trusts for failing to support those in mental health crisis. The Commissioner referred to the duty to collaborate and his hope that there would not be a need for penalties but if, once the legislation had changed and new procedures had bedded in, there were delays in police officers handing over the care of those in crisis, PCCs should have the ability to recoup money from the NHS trusts.
13. In response to a question about training police officers and how they could be expected to drive high speed response vehicles and then engage with mental health patients, the Commissioner explained that good progress had been made with Kent and Medway NHS and Social Care Partnership Trust and nurses were supporting the delivery of training.
14. Regarding the Community Street Triage a Member asked how it was working and would it be rolled out country wide. The Commissioner explained that the street triage had been in place in Medway for 3 months and in Thanet for 7. An Oversight Group was in place to assess the efficiency and effectiveness of the schemes. Whilst there had been some discussion around further roll out, any decision would be informed by a formal evaluation of the Medway and Thanet schemes.
15. A Member commented on the turnout of the Police Cadets and how impressed he had been at a recent event.
16. The Chairman asked how the volunteer schemes were going, the Commissioner explained that these schemes were positive, in particular the Special Constables and the aspiration for the police cadets scheme to be rolled out county wide. The Commissioner also referred to South East 4X4 which now had limited roads policing powers and Kent Search and Rescue. There were a number of volunteering schemes in addition to volunteers that help out in many different Kent Police departments. Volunteer PCSOs was work in progress and a paper would be submitted to the Chief Constable soon.

RESOLVED that the Police and Crime Panel thank the Commissioner for his "Opportunities for the future: progress update" report.

## **250. Emergency Services Network update**

*(Item B3)*

1. The Commissioner introduced his report. The Airwave system was now hard to maintain and costly; the report sets out progress with the Emergency Services Mobile Communications Programme (ESMCP), which would replace Airwave.
2. The Commissioner explained that if there were further delays in implementing the programme nationally, he wanted to ensure Kent was not paying the additional costs.
3. Members thanked the Commissioner for his excellent report which clearly set out a number of problems and tried to reassure members. There were concerns about the current capacity for answering 999 and 101 calls and a service which was currently under stress. The Member asked what process was in place to ensure that the transfer is successful and service is maintained for the people of Kent. The Commissioner's Chief of Staff explained that both he and the Chief Finance Officer were members of the steering group. The primary change was the implementation of a new Integrated Command and Control System to support the transition from Airwave to modern 4G technology. This had been procured and the transition would take place during 2018, well ahead of schedule for the South East to go-live with ESN. From a public perspective, the intention was that there would be a seamless, continuation of service throughout the transition.
4. Regarding the interface with partners, the Chief of Staff explained that ESN was extending to all emergency services and in addition many Home Office departments would also be using ESN. Its multi-functionality would improve communications between partners. The Chairman asked whether other groups, such as Community Wardens, who currently had access to police communications, would be included in the new network. The Commissioner said that he would respond to this point outside the meeting.
5. Members were concerned that if there were delays Kent Police would have to pay additional costs, how much contingency was there in the budget to cover any further delays? The Commissioner explained that if the programme kept to plan there was a contingency but the big risk was if the programme didn't happen and Kent Police were left with the bill to continue the airwave contract.
6. Members were pleased to see the synergy and cooperation between Essex and Kent Police Forces, the Commissioner was content that the costs were under control locally, considering that this was a national programme Kent Police could not be entirely in control at all times. Kent Police had budgeted for every known eventuality; the current mobile handsets had a good period of longevity so there was confidence that, if there was a delay in implementation, there wouldn't be additional costs.
7. The savings from the ESN had not been accounted for yet as Officers wanted to ensure that these would be available, the risk was around additional costs through direct cost or top slicing of the government grant.
8. The South East would not be the first to implement the ESN, the transition would have been tested in other areas. Members were assured that there would be no

midnight turn off. There would be a gradual move to ESN having been tried and tested with backup available. The continuity of the 999 service was paramount.

RESOLVED that Members note the Commissioner's Emergency Services Network Update.

### **251. Future work programme**

*(Item D1)*

1. Members noted that there had been a light agenda this month, this was in part due to the closeness of meeting dates and this would be considered when planning future meetings.

RESOLVED that Members note the Panel's Future Work Programme.

### **252. National Association of Police and Crime Panels - (oral item)**

*(Item D2)*

1. The Panel's Policy Officer gave members an update on progress with the National Association of Police and Crime Panels. Previously Kent was in a minority not supporting a national association but in the summer all panels were consulted on the concept of setting up a smaller special interest group within the LGA. Kent supported this and at a National Conference of Police and Crime Panels the previous week it was agreed that a steering group of the LGA and Hertfordshire's Panel would be set up.

RESOLVED that the Panel note the update on the National Association of Police and Crime Panels.

### **253. 27 September 2017 Performance & Delivery Board Meeting Notes**

*(Item E1)*

1. The Commissioner explained that the background papers to the Performance and Delivery Board were published on his website in advance. The next Board meeting would take place in the first week of December and all Members were welcome to attend.

RESOLVED that Members note the Commissioner's Performance and Delivery Board meeting notes.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and precept proposal for 2018/19  
**Date:** 8 February 2018



**Introduction:**

1. The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets the requirement for Police and Crime Commissioners (PCCs) to formulate a Police and Crime Plan which covers their term of Office.
2. A Police and Crime Plan must include the following information:
  - the police and crime objectives to be delivered;
  - the policing that the Chief Constable should provide;
  - the financial and other resources to be provided to the Chief Constable to exercise their functions;
  - the means by which the Chief Constable will be held to account for the provision of policing; and
  - the crime and disorder reduction grants that will be made and any conditions associated with them.
3. Whilst every plan will be localised in nature, they all share a common aim in communicating a PCC's vision and objectives.
4. The plan will also impact upon a wide variety of stakeholders and has a number of intended audiences including the public, victims of crime, the Chief Constable, police officers and staff, the Secretary of State, the Police and Crime Panel, the private and voluntary sector and partner agencies.
5. PCCs are required to keep their plan under review, and before issuing or varying their plan must:
  - prepare a draft of the plan;
  - consult the Chief Constable in preparing the draft plan;
  - send the draft plan to the Police and Crime Panel;
  - have regard to any report or recommendations made by the Panel in relation to the draft plan;
  - give the panel a response to any such report or recommendations; and
  - publish any such response.
6. PCCs are also required to notify the Police and Crime Panel of the precept which is proposed to be issued for the financial year.
7. This report fulfils the requirements as set out in paragraphs 5 and 6.

**The refreshed Safer in Kent Plan:**

8. On 1 April 2017, the PCC published his Police and Crime Plan, titled 'Safer in Kent: the Community Safety and Criminal Justice Plan – April 2017 to March 2021'.
9. In addition to recognising his duty to consult with victims and the wider community on the priorities, the PCC committed to keeping the plan under continuous review; updating it in line with what local communities want and taking account of recommendations made by the Kent and Medway Police and Crime Panel and guidance issued by Government.
10. Please find attached as Appendix A the refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' in text only format. Once the text has been finalised, photographs and graphics will be added prior to publishing. It will be presented in a similar format to the current plan.
11. As a refresh, the plan has been tweaked but not fundamentally altered as it reflects the PCC's ambitions, with the priorities designed to drive the work of Kent Police, partners and the Office of the Police and Crime Commissioner (OPCC) until March 2021, as well as setting the strategic direction for policing and community safety in the county.

12. In approaching the refresh, there was a commitment to positively encourage feedback from individuals, communities and partner agencies. With 1.8 million people living in diverse urban, rural and coastal communities across Kent and Medway, the PCC commenced his consultation in the summer of 2017.
13. Designed to reach out to, and hear from as many of Kent's communities as possible, the PCC's Annual Policing Survey was launched on 23 June 2017 and closed on 10 January 2018. A total of 1,661 individuals and organisations completed the survey. A report summarising the overall consultation methodology, as well as providing the full survey results is attached as Appendix B.
14. In terms of the policing issues that mattered most to those who completed the survey, there was very little difference in the results and priority order compared with last year, suggesting the views of the people of Kent have not changed significantly. Child Sexual Exploitation was rated the number one concern, with the next top seven issues being:
  - Antisocial behaviour
  - Sexual offences (including rape)
  - Terrorism and radicalisation
  - Burglary
  - Knife crime
  - Domestic abuse (including coercion and control)
  - Gang-related crime
15. The survey also found there was overwhelming support for emergency services to work more closely together to improve community safety, and for emergency services to share buildings providing it saved money and made them more responsive.
16. Clearly though, the survey formed only one element of the refresh. It has also taken into account feedback received throughout the year, including from public 'Street Stalls', visits to community organisations, engagement with partners, correspondence received by the OPCC, and other inputs such as the Strategic Policing Requirement (SPR), emerging local threats and national guidance.
17. In addition, the Chief Constable has been fully consulted, and of course the PCC's own ambitions and objectives, particularly in relation to mental health, as well as overall vision for policing and community safety in the county remain at its core.
18. In accordance with the PRSRA 2011, the PCC will continue to keep the plan under review, particularly in light of changes to the SPR or recommendations made by the Police and Crime Panel.
19. Further to any recommendations made by the Panel, the refreshed plan will be launched on 1 April 2018. Subsequently, the PCC will submit updates to the Panel as required.
20. The PCC would like to take this opportunity to thank all those who took the time to have their say on policing and crime in the county, and as a result have helped to develop the refreshed plan.

**Key amendments in the refreshed Safer in Kent Plan:**

21. As previously indicated, the focus has been on refreshing the contents of the plan rather than undertaking a major re-write.
22. In recognition of the challenges faced by officers and staff on a daily basis, the 'Leadership' section now includes a commitment to support the Chief Constable in developing and supporting the workforce in terms of service delivery, but also their own wellbeing. It also includes a commitment to tackling all forms of inequality, encouraging diversity and holding the Chief Constable to account for the equality duties as described in the Equality Act 2010.

23. The only change to the Chief Constable's priorities is that 'Deliver an efficient service' is now 'Deliver an efficient and accessible service' to reflect that Kent Police, whether through technology, investment in its people or otherwise, must provide effective systems for the public to report urgent and non-urgent matters whilst delivering value for money.
24. In terms of what the PCC will do, the only change is 'Support all victims of crime and abuse' is now 'Enhance services for victims of crime and abuse'. This reflects that over the last year progress has been made in the support available to victims, and the focus is now on enhancing victim services through opportunities such as improving reach and scope, and greater utilisation of technology.
25. In relation to opportunities for the future, the only change is 'Ideas tested during the consultation' is now 'Developing new crime prevention and diversion practices'. This priority was linked to a number of ideas that received feedback as part of the consultation to inform development of the original plan (e.g. making the Police Cadet scheme available countywide, introducing Volunteer PCSOs, investing more in tackling fraud and cybercrime). Over the course of the last 12 months, the majority have been explored and a number progressed. The PCC now wishes to explore how technology may better support crime prevention, and is also keen to develop diversion schemes that help support those arrested, or at risk of arrest.
26. The section titled 'Resources and Medium Finance Plan' has been extensively re-written to take account of the latest financial information, including the Government's Police Grant announcement in December 2017 (see paragraph 29).
27. For reference purposes, a summary of amendments can be found at Appendix C.

#### **Policing precept proposal for 2018/19:**

28. The Annual Policing Survey also captured views on the amount of council tax residents felt should go towards policing (the policing precept). In 2017/18, the precept was set at £157.15 for an average Band D property, and as outlined in Appendix B, 58% of respondents felt this was about right, 26% it was too low and 14% it was too high. In addition, more than two thirds of respondents (68%) indicated they were content to pay a little more towards policing if necessary.
29. On 19 December, in a written statement on the Police Grant Report (England and Wales) 2018/19, Nick Hurd MP, The Minister of State for Policing and the Fire Service said:
- 'In 2018/19, we will provide each PCC with the same amount of core Government grant funding as in 2017/18. Protecting police grant means PCCs retain the full benefit from any additional local Council Tax income. Alongside this, we are providing further flexibility to PCCs in England to increase their Band D precept by up to £12 in 2018/19 without the need to call a local referendum. This is equivalent to up to £1 per month for a typical Band D household.*
- These changes to referendum principles give PCCs the flexibility to make the right choices for their local area...'*
30. In light of this statement, the PCC announced his draft funding proposal - to increase the policing precept by the maximum allowable amount of £12 per year (7.6%) for an average Band D property. Whilst a decision not taken lightly, it would enable the Chief Constable to recruit up to 200 additional police officers, taking the total number to its highest level since 2012. It would also enable the creation of over 80 new police staff roles to boost the number of call handlers answering 999 and 101 calls. In addition to increasing the precept, the recruitment drive would be funded from £9m of cost savings, cutting the cost of the OPCC and the ability to use a further £5m of reserves over three years, should it be required.
31. The PCC, having announced his draft funding proposal, encouraged the public to e-mail the OPCC with their views. Within Appendix B is a summary of how the proposal was promoted, the key points from each response received by the OPCC, and a copy of the draft funding proposal itself.

32. In addition, and as a consequence of the PCC's announcement, local news website KentOnline ran an independent poll asking readers 'Would you be happy to pay extra to fund more police officers?'. More than 1,300 people took part, with 73% responding 'Yes', 23% 'No' and 5% 'Not sure'.
33. Taking into account the Annual Policing Survey results, public feedback received by the OPCC, and the KentOnline poll results, the PCC confirms his intention to increase the policing precept in 2018/19 to £169.15 for an average Band D property. This represents an increase of £1 per month (or £12 per year) on the current precept.
34. Even with a £12 increase, Kent's policing precept will still remain in the bottom 10 of all forces.
35. Attached as Appendix D is a detailed report dealing with financial matters prepared by the Chief Finance Officer.

List of Appendices:

- Appendix A** Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan - April 2017 to March 2021'
- Appendix B** Annual Policing Survey and precept proposal feedback – January 2018
- Appendix C** Summary of amendments in the refreshed Safer in Kent Plan
- Appendix D** Chief Finance Officer Report



# **Safer in Kent: The Community Safety and Criminal Justice Plan**

April 2017 to March 2021

*Version: Spring 2018\_Draft*

# Safer in Kent 2017-2021: Plan on a Page

## Leadership:

Strong ethics, transparency and integrity at all times

## Guiding principles:

People suffering mental ill health need the right care from the right person  
Crime is important no matter where it takes place  
Vulnerable people must be protected from harm

## The Chief Constable's priorities are to:

1. Put victims first
2. Fight crime and antisocial behaviour
3. Tackle abuse, exploitation and violence
4. Combat organised crime and gangs
5. Provide visible neighbourhood policing and effective roads policing
6. Deliver an efficient and accessible service

## As the Police and Crime Commissioner, I will:

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities
2. Enhance services for victims of crime and abuse
3. Commission services that reduce pressure on policing due to mental health
4. Invest in schemes that make people safer and reduce re-offending
5. Make offenders pay for the harm that they have caused
6. Actively engage with residents in Kent and Medway

## Opportunities for the future:

1. Calling for more criminal justice powers for Police and Crime Commissioners
2. Lobbying for a fairer funding settlement for Kent
3. Further collaboration with other organisations
4. Oversight of the police complaints process
5. Developing new crime prevention and diversion practices
6. Backing volunteering

## Introduction and context

As Kent's Police and Crime Commissioner (PCC) I am required to publish a Police and Crime Plan which covers my term of office.

'Safer in Kent: The Community Safety and Criminal Justice Plan' sets out the priorities that will drive the work of Kent Police, partners and my office until March 2021, and the overall strategic direction for policing and community safety in the county.

Informed by [extensive consultation](#) and taking into account national guidance such as the [Policing Vision 2025](#), this plan will be continuously reviewed. Recommendations made by the Kent and Medway Police and Crime Panel and guidance issued by Government will be considered too. More importantly, it will be regularly updated in line with what local communities want.

Progress against this plan will be published in future Annual Reports which will be made public via my website and also submitted to the Police and Crime Panel. However, this progress will not be judged on stipulated numerical targets, but consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports and other independent publications.

## Leadership: strong ethics, transparency and integrity at all times

The public rightly expects the highest standards of behaviour from everyone in public life, particularly those engaged in policing and criminal justice. Trust in policing is vital. From the Chief Constable, to the police officer on the street, all must play their part in instilling and upholding ethical standards. Their honesty, integrity, impartiality and openness must be beyond reproach.

PCCs, elected by residents, have a key role to play in this. PCCs hold the Chief Constable to account on all elements of policing, and I believe that strong ethics, transparency and integrity must be at the heart of this, both personally and professionally. I will therefore ensure the [College of Policing's Code of Ethics](#) forms the bedrock of standards and behaviour within Kent Police.

It is equally important that PCCs themselves operate with integrity and the highest standards of conduct and behaviour. I am clear what my statutory duties are and the responsibilities I have been entrusted to undertake by the electorate of Kent. Therefore, I will never interfere with operational decisions made by the Chief Constable, or any other police officer or professional staff, but will hold the force to account on behalf of the public for the delivery of the priorities set out in this plan.

To demonstrate my own commitment to ethics and integrity, I have also [signed and published the Committee on Standards in Public Life ethical checklist](#) and my [personal Code of Conduct](#) which reflects the Seven Principles of Public Life:

- **Selflessness** – I will act solely in terms of the public interest; not to gain financial or other material benefits for myself, my family, or my friends.
- **Integrity** – I will not place myself under any financial or other obligation to outside individuals or organisations that might seek to influence me in the performance of my official duties.
- **Objectivity** - In carrying out my duties, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, my choices will be based on merit.
- **Accountability** – I am accountable to the public for any decisions and actions I take and will submit myself to whatever scrutiny is appropriate for PCCs.
- **Openness** – I will be as open as possible about all the decisions and actions that I take. I will give reasons for my decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – I will declare any private interests relating to my role as PCC and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – I will promote and support these principles through my leadership and by setting an example to those around me.

As I commit to making my decisions open and transparent, I will ensure that Kent Police does the same so that public confidence can be maintained.

Policing is unique and increasingly challenging, with officers and staff dealing with more complex issues, greater demand and higher public expectations. The workforce of Kent Police is its greatest strength and asset, but they need support to make the best possible decisions, and the right skills and knowledge to fight crime and address community concerns. As a result, I am committed to working with the Chief Constable to develop and support the workforce in terms of service delivery, but also their own wellbeing.

I am also uniquely placed to bring a diverse range of partners together and provide leadership to tackle all forms of inequality. As a White Ribbon Ambassador I will lead by example in taking a stand against sexism and all forms of gender-based violence, including against women and girls. In addition, I will encourage equality and diversity and ensure unlawful discrimination is eliminated in order to make the policing family more diverse and a better representation of the communities it serves. In support of this, I will hold the Chief Constable to account for the delivery of the equality duties as described in the Equality Act 2010.

## **Guiding principles**

For a Police and Crime Plan to be successful, not only should the PCC seek to hold the Chief Constable to account for the delivery of the priorities, but there has to be clear principles that guide the actions and decisions taken by both the police and the PCC. This plan sets out both what residents want to see Kent Police focus on, but also what I will do to support communities and protect people from harm.

### **1. People suffering mental ill health need the right care from the right person**

It is estimated that 33% of Kent Police's time is spent dealing with individuals and cases involving mental health illness. It is sadly the case that there has been an increasing reliance on Kent Police to assist those in mental health crisis. More people in crisis are coming to the police's attention and being assisted by officers and staff, sometimes in place of healthcare professionals.

This clearly isn't always best for a person in crisis. Nor is it fair on police officers, who are not healthcare professionals, to be relied on so heavily and so frequently.

Policing has always had an element of mental health crisis that it must deal with, and that will not change, particularly when there is a criminal allegation involved. However, it is not sustainable for forces to have to spend so much time dealing with this important issue, when there is another body that should be involved. With the Policing and Crime Act 2017 banning the use of police stations for children detained under Section 136 of the Mental Health Act 1983, and placing extreme limitations on police stations being used for adults, now more than ever it is vital that people suffering mental ill health get the right support from the right person at the right time.

The Chief Constable and I will continue to raise awareness of this issue and work with others in order to both reduce demand on policing, and ensure that vulnerable people are helped in the right and appropriate way.

### **2. Crime is important, no matter where it takes place**

Kent and Medway are fortunate to both have a mixture of urban, rural and coastal communities. As PCC, I believe that crime should be considered important and investigated, no matter where it takes place. That includes offences committed in residential, business and online environments, or on our roads.

Victims come from all sections of society and the impact upon them can be drastic. It is therefore important that Kent Police has the right resources in the right places to both address threats from terrorism and demands from all of Kent's local communities.

### **3. Vulnerable people must be protected from harm**

Nationally, there is a greater emphasis on 'vulnerability' as an issue for victims and police forces. It is a priority for the Home Secretary and something that Kent Police is inspected upon independently by HMICFRS. Kent Police's Control Strategy already features many of the key themes – sexual exploitation, abuse, drugs, gangs and human trafficking.

Kent Police, other key bodies and I need to continue to work together to raise awareness of these issues in order to protect both adults and young people from harm, support victims of crime and witnesses, tackle hate crime and ensure those perpetrating serious and heinous crimes are brought to justice.

## Joint Vision

The Chief Constable and I are committed to working together to secure the best possible outcomes for policing and community safety in Kent. This commitment is reflected in our joint vision for policing which focuses on partnership working, placing victims first, reducing crime and antisocial behaviour and protecting the public from harm:

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

## **Kent Police's Priorities – 2017 to 2021:**

The following priorities are based on my on-going engagement and consultation with local residents, community and youth organisations, schools, partner organisations and elected officials, as well as letters and correspondence received by my office. The Chief Constable is expected to formally respond and outline how the plan will be delivered. As PCC, I will then hold him to account for the progress made.

### **1. Put victims first**

Being a victim of crime or witness can affect people in very different ways and have a significant impact on the person's life, their family, and the local community. Their initial contact will often be with the police, but thereafter they may have to go to court, give evidence and await a verdict – at the same time as dealing with the emotional after-effects of what unfortunately can be a traumatic and understandably life-changing experience.

It is paramount that victims and witnesses receive swift and effective help and support to cope, and their needs are identified and met from the outset. That is why Kent Police must provide a quality service that puts victims and witnesses first and foremost and meets the expectations of the [Victims Code](#) and [Witness Charter](#).

Victims and witnesses must be at the heart of everything the force does and be treated with fairness, respect and dignity so they have the confidence to come forward.

### **2. Fight crime and antisocial behaviour**

Tackling crime and antisocial behaviour are issues that residents and local communities care deeply about and this is reflected through my on-going engagement and consultation.

Kent Police must ensure it has the right resources with the right skills to investigate, and where possible, bring to justice those who harm individuals and businesses by committing offences such as burglary, fraud, knife, sexual and cybercrime.

In addition, Kent Police must work with the county's Community Safety Partnerships, other statutory and non-statutory bodies, and local communities to understand, prevent and tackle crime and antisocial behaviour wherever it takes place, and address its sometimes complex causes. Local communities across Kent need to feel safe and secure.

### **3. Tackle abuse, exploitation and violence**

There is no place for abuse, violence or exploitation in our society. However, new and emerging crimes such as human trafficking and child sexual exploitation which pay little respect to traditional borders, present a whole new set of challenges for policing.

Criminals are targeting the most vulnerable in Kent. Those involved in modern slavery, child sexual exploitation and human trafficking are not just using Kent as a gateway to and from the continent, but committing these crimes in our local communities. They are often involved with complex criminal networks which require substantial investment to investigate and disrupt.

There are also many individuals in relationships facing abuse, violence and exploitation on a daily basis, but are too afraid to seek help. Domestic abuse may occur behind closed doors but the consequences are often devastating and long term, affecting victims' physical health and mental well-being. It can also have a significant and long-lasting effect on children in the household, the wider family and the local community.

#### **4. Combat organised crime and gangs**

Tackling organised crime and gangs presents considerable challenges at a local, regional, national and global level. The impact on individuals and whole communities can be significant.

Kent Police must continue to develop and share intelligence to build a detailed local picture of threats, risk and vulnerabilities, to enable the deployment of the right resources to prevent, disrupt and investigate offending in order to keep the county safe. There also needs to be a combination of effective local, regional, national and international coordinated activity, and seamless working between Kent Police and other partners and law enforcement agencies.

In addition, as technology develops, so too does criminality. Cybercrime for example, is becoming an increasing problem, with organised criminals exploiting the internet to commit a diverse range of crimes.

#### **5. Provide visible neighbourhood policing and effective roads policing**

Neighbourhood policing is fundamental to delivering policing in the county. By focusing on local problem solving, together with partners and local communities, it improves the quality of life within those communities, helps keep people safe, and importantly builds public confidence and trust.

Kent's roads are shared spaces, used by drivers of different types of vehicle, alongside vulnerable road users with little or no protection in traffic, such as motorcyclists, pedestrians, cyclists and horse-riders. All road users have a responsibility to use them as safely as possible. However, Kent Police must continue to crackdown on the main factors which contribute to people being killed and seriously injured on Kent's roads – including speeding, using a mobile phone, not using a seatbelt, drink/drug-driving – and work with partners to address other behaviour that puts road users at risk.

In addition, through intelligence and enforcement, Kent Police must continue to deter and disrupt criminality by denying those intent on causing harm the use of the county's road network.

#### **6. Deliver an efficient and accessible service**

Kent Police must continue to exploit opportunities to collaborate with Essex Police and other parts of the public sector. As part of the Seven Force Strategic Collaboration, with Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, opportunities are available to share procurement and other functions in order to increase efficiency and innovation.

Whether through the development of new technology, a reduction or shifting of demand, or investment in its people, Kent Police must continue to reduce bureaucracy and deliver value for money, whilst remaining accessible to the public for urgent and non-urgent matters and addressing the needs of local communities.

### **The Strategic Policing Requirement**

Like all forces, Kent Police must be ready to make an effective contribution to tackling the national threats set out in the Strategic Policing Requirement. At any moment it may need to share and pool resources with other forces in order to tackle incidents that cause serious harm or are a threat to the nation's security and public safety. This may include acts of terrorism, serious and organised crime, cybercrime, child sexual abuse, major public unrest or civil emergencies such as flooding. The Chief Constable must ensure there are sufficient resources to meet these important responsibilities.

The force must also continue to work with other emergency services to respond to major or complex incidents effectively.

## **What I will do:**

PCCs have a broad set of responsibilities that expand beyond policing and it is important that I carry out these functions effectively to support local people's priorities.

### **1. Hold the Chief Constable to account for the delivery of Kent Police's priorities**

A key duty of PCCs is to be democratically accountable to the public for the provision of an efficient and effective police force by holding the Chief Constable to account.

It is important for these accountability arrangements to be visible to the public, and for policing to be responsive to local communities. It is vital that the public's voice is heard on how policing is delivered across the county and my office will ensure this happens.

To exercise my powers and duties in holding the Chief Constable to account, my governance arrangements will include:

- Weekly one-to-one meetings with the Chief Constable, which regularly will cover Police and Crime Plan delivery and performance, Inspections and reviews, Collaboration and partnership working, Finance, and People.
- A quarterly Performance and Delivery Board meeting at which the Chief Constable will be held to account on the themes listed above. The meeting will be open to the public.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- Attendance at the internal Kent Police Culture Board, which is chaired by the Chief Constable. The Board's purpose is to continue the development of a culture consistent with the Chief Constable's and my shared Mission, Vision, Values and Priorities and to ensure the Code of Ethics forms the bedrock of standards and behaviour.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced.
- Requesting bespoke briefings from the force on significant and/or sensitive issues.

Kent Police and Essex Police also share a number of operational and non-operational resources and I will ensure appropriate governance arrangements are in place, such as the Kent and Essex Collaboration Board, to oversee these shared resources.

In specific circumstances, PCCs may also call upon public bodies, such as HMICFRS, to inspect their force.

### **2. Enhance services for victims of crime and abuse**

It is my responsibility to commission support services for victims of crime across the county. I am committed to providing services that treat victims as individuals, and can be tailored to their needs. I also believe services should support victims in not only dealing with the often complex criminal justice system, but empower individuals to cope and recover from the crime they have suffered.

The services I will support and develop range from the core victim referral service for those who have suffered crimes such as burglary, theft and vehicle crime, to specialist services for victims with more complex needs, such as domestic abuse, rape, sexual assault and hate crime. These services are available to victims and in a number of cases immediate family members, regardless of whether the crime has been reported to the police.

In light of this, I will continue to support and enhance services for all victims, providing the following:

- Engagement and Support Service (core referral service)

Currently awarded to Victim Support and delivering free and confidential support, advice, information, signposting and referrals for Kent residents who have been a victim of crime and have reported it to the police. Victim Support also provides self-referral opportunities for those that have experienced a crime but do not wish to report it to the police. This service works in collaboration with specialist services to ensure victims receive the most appropriate support for their needs.

- Compass House

This is the hub for victim and witness support services in Kent. Victim Support, Kent Police's Witness Care Unit, Citizens Advice's Witness Service and the Restorative Justice Service are co-located within the building on a permanent basis. In addition, other services also co-locate based on need to meet with victims or work collaboratively with the permanently-based agencies on delivering improved services to victims.

Compass House provides some facilities for victims and witnesses including counselling rooms and a vulnerable victim's suite, but they are not required to visit in order to access support, as the services are delivered within Kent's communities. Victim Support operates Compass Points where victims can discuss their needs face-to-face in their local community; the Witness Service and Restorative Justice Service also provide community based support.

- Specialist Victims' Services

In addition to the core referral service, it is important to ensure victims have access to more specialist support services where they have more complex and specialist needs. These services might include support for domestic abuse victims, underrepresented groups, sexual assault victims or trauma counselling. These services work alongside the core referral service to ensure victims have access to the support they need to help them cope and recover from their experience. My office will continue to identify opportunities to develop and enhance these services, which may include making funding available such as through the Victim Specialist Services Fund.

- Restorative Justice

Recognising that the recovery process is unique, I have commissioned a Restorative Justice Service that supports the delivery of victim-led restorative justice opportunities in order to support their recovery and reduce re-offending. This service is available any time during the victim's recovery process and I am committed to ensuring that we work in collaboration to ensure effective use of Restorative Justice in Kent.

- Independent Sexual Violence Advisers and Sexual Assault Support Services

I will seek to provide greater sustainability for Independent Sexual Violence Advisers in Kent, ensuring that effective support is available to victims of rape and sexual assault. This will include fully understanding the needs of victims to ensure the service reflects demand. I will also work closely with NHS England, Clinical Commissioning Groups (CCGs) and other partners to ensure the right services are available at the right time.

- Domestic Abuse

I will continue to work in collaboration with partners to ensure victims of domestic abuse, whether male or female, including the Lesbian, Gay, Bisexual and Trans (LGBT) community, are able to access appropriate support services, and that prevention and early intervention opportunities are identified. This includes working with both Kent County Council and Medway Council on delivering effective commissioned services for domestic abuse victims. I will also provide any extra resources that are needed to guarantee future provision of domestic homicide reviews and raise awareness of domestic abuse services for men.

- Child Sexual Assault

Part of the funding I receive from Government is to specifically support victims of child sexual assault. I will continue to work with partners and providers to identify the best opportunities for supporting children who have suffered sexual assault, including adults who now feel able to access services to help them deal with historic abuse.

To ensure the best possible service for victims of crime in the county, it is important I understand their needs and views on the services being delivered. I will continue to engage with victims through a range of forums, including the Victims Panel.

Importantly, I am committed to continually enhancing victim services in Kent to ensure the best possible support is provided. This includes identifying opportunities to improve the reach and scope of services to ensure victims receive support that is responsive to their needs. I will also explore greater utilisation of technology and research to enhance services, ranging from developing more effective methods for contacting victims to providing greater access to support through facilities such as Live Chat, recently launched by Victim Support.

### **3. Commission services that reduce pressure on policing due to mental health**

I will allocate funding and facilitate discussions with key partners to support schemes and/or projects that reflect my commitment to this issue. In addition to projects already in existence or those implemented since I took up office, including providing officers with greater access to advice from mental health professionals, I will make funding available for new and innovative projects that reduce pressure on policing due to mental health. These will span prevention, raising awareness and training, provision of safe places or alternative places of safety, and importantly ensure those with mental health issues who come into contact with the police are able to access the right and appropriate support. I also want to work with those who help keep vulnerable people, with conditions such as dementia, safe from harm and exploitation.

Importantly, the funding will not be used to support mental health services which are the responsibility of the NHS, or to support those services where statutory funding has been withdrawn or reduced. I want to see locally-led, community-based initiatives that will help reduce mental health demand on officers and staff.

Equally, research conducted by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support. I will work with the Chief Constable to ensure that police officers and staff are supported in their own wellbeing and have access to the right support services.

### **4. Invest in schemes that make people safer and reduce re-offending**

I will continue to look at opportunities to allocate funding that supports innovative local working to tackle issues linked to this plan, such as local communities working together to prevent and/or reduce crime and antisocial behaviour. In addition, I already allocate grants to key partners such as the Community Safety Partnerships to support delivery of this plan through tailored local projects. I will further enhance this activity by ensuring effective scrutiny of how the grants are used and also look at further collaborative opportunities and sharing of good practice.

Police forces are not responsible for funding CCTV schemes, and Kent Police does not fund any at present. Due to financial pressures, this policy will not change, but I will look at ways CCTV might be used more flexibly to target particular issues such as antisocial behaviour.

I will continue to fund the drug and alcohol partnerships in Kent and Medway in order to support individuals to turn their lives around, and tackle the harm that can be caused in communities. I shall also fund work to reduce youth offending and to help prevent those within the criminal justice system from re-offending.

### **5. Make offenders pay for the harm that they have caused**

An important principle of criminal justice is to ensure that those who cause harm give back to victims and the community they have hurt. The Proceeds of Crime Act (POCA) allows forces to keep some of the revenue from illegal activity, which is shared between the Government, Crown Prosecution Service (CPS), victims and policing. I will ensure Kent Police continues to re-invest POCA proceeds to drive up performance on asset recovery and to fund crime fighting priorities for the benefit of local communities.

There are also other mechanisms to ensure that offenders repay communities. When people are fined, or their cars seized after breaking the law on our county's roads, depending on the offence some of this money is retained by Kent Police. For example, I will use money from those found to have been driving without insurance to support community safety projects.

## **6. Actively engage with residents in Kent and Medway**

A fundamental duty of PCCs is to ensure the public's concerns are listened to and acted upon. Good public engagement also improves the quality of decisions PCCs take, since they are based on a broad knowledge of the issues that matter most to local communities.

That is why I have developed a varied engagement programme that enables all residents, young and old, to have their say on how their streets and communities are policed. The programme has been designed to allow people to express their views in a way which is most convenient for them, including in urban, rural and coastal locations right across the county, and opportunities outside of normal office hours.

They include the following:

- A more accessible website;
- 'Street stalls' in high-footfall locations;
- 'Question Time' events;
- Regular public consultations;
- Talking to pupils at the county's schools;
- Traditional and social media channels;
- Visits to various community organisations and representative groups;
- Direct engagement with partners and other elected officials;
- Proactive e-news alerts.

Alongside this plan, I have also published '[Safer in Kent: Backing Young People](#)', a document which sets out how I will increase my direct engagement with young people to ensure that they are adequately represented, and those who face particular challenges, such as looked after children and unaccompanied asylum seeking children are supported.

In addition, many Kent Police officers and staff live within the county, and so their feedback is important. As a result I will continue to engage with them and meet with representatives of the Kent Police Federation, UNISON and staff support associations such as Kent Network of Women and Kent Minority Ethnic Police Association.

## **Opportunities for the future:**

### **1. Calling for more criminal justice powers for Police and Crime Commissioners**

Criminal justice is delivered by a number of organisations including the police, CPS, the courts, probation and prisons. Through the Kent Criminal Justice Board, these organisations work together to improve the efficiency and effectiveness of the criminal justice system.

There is more that can be done though, and I believe further devolvement of criminal justice powers to PCCs has the potential to improve the journey for all service users. Whilst the Ministry of Justice considers this, I will explore opportunities to ensure that victims and witnesses in Kent receive the best possible services to support them in coping and recovering from the crime they have experienced.

PCCs can also play a pivotal role in developing and improving partnership working. I want to ensure those organisations involved in Kent – not just the police – play their part, and will continue to engage with Ministers in calling for further criminal justice powers to be devolved to PCCs.

### **2. Lobbying for a fairer funding settlement for Kent**

As PCC, part of my role is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county.

As the 'Gateway to Europe', Kent Police faces some very unique policing challenges with ferry ports, the Channel Tunnel and miles of coastline within our county. Kent's officers and staff are on the frontline in protecting the country from terrorism and international criminality, including human trafficking and drugs smuggling.

Recent world events have led to increased international migration and the plight of those trying to enter the country illegally is a reality in Kent, as are protests over immigration. There are also significant challenges in relation to the number of unaccompanied asylum seeking children being looked after in the county, many of whom are in the care of local authorities, but at risk of being exploited by gangs and unscrupulous criminals.

Kent Police has the UK's longest Strategic Road Network and some of the busiest, with significant levels of traffic flowing through the ports and a corresponding high level of freight and HGVs. This takes up substantial police resources and at times of major disruption at the ports, requires the implementation of Operation Stack. Ramsgate is also the only port in the country that has live animal exports, which in turn can attract protests which require policing.

The county's proximity to London also presents opportunities for gangs and organised crime groups to cross borders and operate in our county. That is why I will continue to lobby Government to get a good deal on police funding for Kent, so these unique challenges, and many more, are properly recognised.

### **3. Further collaboration with other organisations**

Over recent years, Kent Police has embraced collaboration, for example, leading the way nationally in its work with Essex Police to develop a Serious Crime Directorate and shared Support Services, as well as co-locating Kent Fire and Rescue Service (KFRS) staff in the Force Control Room, the first fire service to do so in the UK.

To support blue light collaboration, provisions in the Policing and Crime Act 2017 have placed collaboration between the emergency services on a statutory footing where it is in the interests of either efficiency or effectiveness, and also empowered me to engage at a strategic level as a member of the Kent and Medway Fire and Rescue Authority.

The force also works closely with a number of statutory and non-statutory partners to tackle crime and address community safety issues, including the Community Safety Partnerships, local authorities, health and probation services.

Kent is formally linked with two regional groups of police forces. The Eastern Region group of seven forces, which includes Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire, is where the most collaboration is done and where there is greater potential to explore benefits to policing. Kent also works with Surrey, Hampshire, Thames Valley and Sussex Police in the South Eastern region, but on a smaller scale.

By collaborating with other organisations, it is possible to tackle crime and community issues more effectively through improved communication and by making better use of limited resources and greater sharing of skills and expertise. We can also share best practice across a wider area on issues like mental health and innovation.

As PCC, I continue to develop positive relationships with the county's MPs, Council Leaders and other key stakeholders, so even more can be delivered for Kent residents.

#### **4. Oversight of the police complaints process**

The Policing and Crime Act 2017 substantially increased a PCC's role in the complaints system, both in terms of the actual handling of complaints, and also how the Chief Constable is held to account for performance in complaints management. At present, my office only has a statutory duty in terms of complaints made against the Chief Constable and also works with the force to assess complaints handling.

Once enacted, all PCCs will take on the 'Appellate' function, providing a review process for complainants to contact the PCC if they are not satisfied with lower level complaints handling and will also need to increase their level of oversight. However, to allow a localised approach, a PCC may also adopt one of two other options with a corresponding increase in the extent of their involvement. Any decision will have an impact on my office, and so I am considering the options carefully and will make a decision in due course.

Through these changes and the Independent Office for Police Conduct (IOPC) – the reformed police watchdog previously known as the Independent Police Complaints Commission (IPCC) – more confidence can be given to the public, seeking resolution, when things do not go right.

#### **5. Developing new crime prevention and diversion practices**

As with so many of the challenges we face as a society, the prevention of crime is better than cure. Stopping crime before it happens, and preventing harm being caused to victims, will always be preferable to picking up the pieces afterwards. However, crime is changing and so working with Kent Police, other partners and the private sector, I am keen to build on past successes and explore how new technologies and tools may be used to better protect the communities of Kent.

I am also keen to develop diversion schemes that help support those arrested or at risk of arrest. Research shows that deepening involvement in the justice system actually makes individuals more likely to re-offend and also comes with a range of collateral consequences, such as a criminal record. As well as being a better way of addressing criminal behaviour, operating schemes within police custody should enable Kent Police to re-direct police officer time into frontline services, maximising the use of its resources. And of course, diversion activity that helps prevent individuals becoming lifelong offenders will serve to reduce crime in the future.

## **6. Backing volunteering**

Kent Police is lucky to have so many dedicated officers and professional staff working within the organisation, who are also supported by our award-winning Special Constabulary and police volunteers. With match-funding from my office, we have seen the return of Volunteer Police Cadets for young people. Through the force's Citizens in Policing Board, further opportunities will be developed for those who give up their time to work within Kent Police.

I am also keen to back those organisations which support Kent Police and compliment policing across the county, but do not formally wear a police logo. Without the extensive support of a great number of charities and volunteers, there would be extra costs and resources that Kent Police would need to find.

## Resources and Medium Term Finance Plan:

Setting the force budget and deciding on the level of council tax is one of the most important decisions I take. Requesting money from taxpayers is a decision not to be taken lightly and I will ensure that every spending decision is challenged to ensure it delivers value for money for the Kent taxpayer.

### • Funding

I receive all funding for policing and crime in Kent. The current gross funding I receive comes from the following sources:

- 63% grant funding, both general and specific, from Central Government
- 31% from the council tax
- 6% from miscellaneous income

The amount I receive from government is being maintained for 2018/19. This was better than had been planned for. This alongside the increase in precept flexibility means the funding available for policing in Kent has increased by £9m, or 3.22% from 2017/18.

### • Medium term financial challenges

In the coming year, I have empowered the Chief Constable to recruit up to 200 additional police officers and over 80 new police staff roles. However, I remain steadfast in my view that Kent Police should become more efficient. The decision to invest the additional funding provided by the increase in precept, the reduction in my own office budget, and the use of reserves for new police officers rather than soaking up existing or future pressures, means the force will need to become ever more efficient. Savings of £25.4m are required by 2021/22 on top of the £9.8 already identified in 2018/19. I have informed the Chief Constable that I expect the force to maximise efficiency opportunities, fully explore collaboration with other forces and partners, and challenge all aspects of spending in order to achieve the savings whilst limiting the impact on the frontline wherever possible. I have already received and approved the £9.7m of savings required for 2018/19 and have received assurance from the Chief Constable that the force is developing refined options to ensure it can meet the medium term challenge.

The Government's statement on the police funding settlement was clear that the maintaining of funding in 2018/19, and the increased precept flexibility, must be matched by a serious commitment from PCCs and Chief Constables to reform by improving productivity and efficiency to deliver a better and more transparent service to the public. In particular the Minister outlined three clear priorities: to seek and deliver further cost efficiencies, especially through better procurement; a modern digitally enabled workforce, so front line officers can spend more time preventing and fighting crime; and greater transparency in how public money is used, particularly in the holding and use of reserves. The Minister will be agreeing milestones against these priorities with the police leadership in due course.

I am confident that through this plan and the medium term financial plan that sits alongside it, Kent Police will be able to meet these commitments.

### • Council tax

The Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For 2018/19 the Government announced that PCCs could increase their precept by up to £12 for an average Band D property.

Ideologically, I am a low-tax Conservative and I have repeatedly stated my desire to not increase the precept unless it is needed to protect frontline policing. This increased flexibility for 2018/19 has allowed me to go far beyond protecting what Kent already has and provide additional resources for the frontline. Therefore I believe for 2018/19 that this announcement exceeds that test and that the council tax for Kent will increase by £12 for an average Band D property, an equivalent increase of 7.6%.

I have made no assumptions on increases over and above the 1.99% limit in future years.

- **Commissioning and working with partners**

Working with partners to reduce crime, antisocial behaviour and to support victims is vital and I have been given responsibilities and funding to deliver the 'and crime' element of my role. I have developed a Commissioning Strategy that sets out clearly my approach to commissioning, both for victim services and the 'and crime' elements.

In total the combined commissioning and victims support budget is £4.2m for 2018/19. My Commissioning Strategy sets out the detail on how my intentions will be managed during the financial year. I also intend to take the opportunity to consolidate the impact of the funding I provide and use this to help inform commissioning decisions for 2019/20.

The commissioning budget breakdown for 2018/19 is set out below.

<b>Organisation</b>	<b>2018/19</b>
Community Safety Partnerships	£558,385
Young Persons Substance Misuse	£92,627
Youth Offending Teams	£365,460
Kent & Medway Safeguarding Adults and Children Boards	£89,468
Drug and Alcohol Action Teams	£360,491
Volunteer Youth Cadets	£40,000
National Crimestoppers	£41,987
Local Crimestoppers	£14,699
The Safer in Kent Fund	£150,000
Safer Kent	£20,000
Domestic Abuse Services	£70,000
Kent Criminal Justice Board Support	£40,000
Restorative Justice	£176,000
Sexual Assault Support Services	£200,000
Core Victim Services	£1,085,075
Specialist Victim Services	£500,000
Hate Crime	£81,000
Mental Health & Policing Fund	£217,000
Contingency	£99,325
<b>Total</b>	<b>£4,201,517</b>

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# Annual Policing Survey and precept proposal feedback

January 2018

# Contents

Introduction

Creating the survey

Circulating the survey

Annual Policing Survey responses

Demographics of respondents

Council tax

Appendix: Annual Policing Survey 2017 and PCC's precept proposal 'Boosting Kent's frontline'

## Introduction

Under the terms of the Police Reform and Social Responsibility Act 2011, Police and Crime Commissioners (PCCs) must set the police and crime objectives for their area through a Police and Crime Plan.

On 1 April 2017 Matthew Scott published his Police and Crime Plan, titled **Safer in Kent: The Community Safety and Criminal Justice Plan**. The plan set out the priorities that would drive the work of Kent Police, partners and the Office of the Police and Crime Commissioner (OPCC) until 2021.

However, the PCC also committed to updating the Plan regularly in line with what local communities want, recognising that he has a duty to consult with victims and the wider community. Accordingly, in the summer of 2017 the PCC launched his Annual Policing Survey.

This report details the findings of that survey, which are being taken into consideration as the PCC refreshes the Safer in Kent Plan for spring 2018.

The second half of this report deals with the PCC's precept proposal for 2018/19. He set out his plan to boost Kent Police's frontline by raising council tax by £1 per month for an average (Band D) property on 10 January 2018. Members of the public and partners were invited to contact the OPCC via email to make any comments.

# Creating the survey

When creating the Annual Policing Survey 2017, the OPCC gave consideration to the amount of questions being asked. There was a desire to reach as many people as possible across Kent and Medway's diverse communities, and also to extrapolate as much meaningful feedback from those members of the public and partners as possible. Too many questions would dissuade some people from completing it, but too few questions would represent a wasted opportunity to collect detailed feedback.

Mostly, multiple choice and yes/no questions were offered to simplify the experience of completing the survey and allow for the gathering of consistent data responses. The only use of a free text field in the main body of the survey was to allow for a suggestion of what could be done to make communities safer.

In summary, the questions were as follows:

- Part one related to the PCC's Ride Along Scheme, seeking further feedback on an idea first suggested in the 2016 consultation. The current scheme assists the PCC in holding the Chief Constable to account but only a small group of volunteers are able to take part. People completing the survey were asked their views on whether they thought allowing more people to take part in the scheme was a good idea; or whether the OPCC should establish a panel where members of the public could scrutinise police officers' Body Worn Video footage; or whether they had sufficient trust and confidence in Kent Police that they felt the scheme should just continue as it is?
- Part two invited respondents to select up to eight policing issues which were most important to them. This was a very similar question to one asked in the 2016 consultation and so allowed the PCC to gauge whether the people of Kent's priorities have changed.
- Part three related to the council tax policing precept - specifically whether people believed the 2017/18 precept of £157.15 to be too low, about right or too high. It also asked whether they would be willing to pay a little more to policing if necessary, and allowed them to suggest one thing to improve community safety where they live.
- Part four posed two yes/no questions about working with others, in light of the requirement from Government that emergency services have a duty to collaborate.
- Finally, part five asked non-mandatory questions about the person completing the survey. Any data collected from part five would allow the OPCC to compare the demographics of those responding with the demographics of the whole of Kent and Medway to measure how representative and reliable the survey sample was.

A copy of the PCC's Annual Policing Survey is included within the Appendix to this report.

# Circulating the survey

The PCC's Annual Policing Survey 2017 was made available online and as a hard copy leaflet from 23 June 2017. As in previous years, the OPCC determined that the reliability of the data collected would be directly proportionate to the number of people completing the survey, especially if the demographics of those participating mirrored the demographics of the whole of Kent and Medway.

A press release was posted on the OPCC website and issued to local media contacts on the launch date, and a link to the online survey was placed prominently on the homepage of the OPCC website. Information about the survey was also regularly posted on the OPCC's official Twitter feed, which during the consultation period surpassed 11,000 followers – the most of any individual PCC or their office in England and Wales.

A link to the online survey was sent by e-mail to more than 5,000 OPCC e-newsletter subscribers and key stakeholders including Kent's MPs, Police and Crime Panel members, representatives of victims' services providers and parish councils. Information about the survey was also posted on local community Facebook pages, and on the Kent Police intranet to encourage participation from police officers and staff.

Furthermore, copies of the survey leaflet were made available at public locations such as police station front counters, Compass House, Kent County Council's Sessions House and in some GPs' surgeries.

The OPCC is grateful to all partner agencies and individuals who assisted in promoting the survey either online or by making leaflets available in public buildings. Those partner agencies included:

- Colyer-Fergusson Charitable Trust
- Federation of Small Businesses
- Kent County Council
- Kent Police LGBT+ Network

- Maidstone Borough Council
- Medway Council
- Medway Youth Council
- NHS Ashford Clinical Commissioning Group
- NHS Thanet Clinical Commissioning Group
- Relate East Kent
- Respect Yourself youth charity
- Sevenoaks District Council
- Shepway District Council
- Thanet Community Safety Partnership
- Tonbridge and Malling Borough Council
- Victim Support.

In addition, the PCC made himself available to speak face-to-face with members of the public at events and high-footfall street stall locations across Kent and Medway, including:

- Armed Forces Day community event, Swanley
- Asda supermarket, Kings Hill
- Bluewater Shopping Centre
- Bouverie Place Shopping Centre, Folkestone
- Calverley Road, Tunbridge Wells
- Kent County Show, Detling
- Kent Police public open day, Maidstone
- Markaz Mosque, Canterbury
- Market Place, Faversham
- North Kent Asian community residents' meeting, Dartford
- Rochester High Street
- Pentagon Shopping Centre, Chatham
- St George's Street, Canterbury.

The PCC also engaged directly with partner agencies and promoted the survey at private briefings and residents' meetings including, but not limited to:

- East Kent Rape Crisis Centre
- Fort Pitt Grammar School, Medway
- Hartsdown Academy, Margate
- Kent Association of Local Councils
- Kent's Community Safety Partnerships
- Kent County Councillors
- Kent and Medway Police and Crime Panel
- Kent Police Federation
- Kent Police's Volunteer Police Cadets
- Kent Wildlife Trust
- Kent Youth Council
- Medway Youth Council
- North Loose Residents' Association
- Penshurst, Fordcombe and Chiddingstone residents' group
- Rainham Rotary Club
- Rural Kent Coffee and Information Project, Adisham and Ulcombe
- St Paul's Primary School, Swanley
- St Mary's Island Residents' Association
- Wyvern School, Ashford.

# Annual Policing Survey responses

A total of 1,661 individuals and organisations completed the Kent PCC’s Annual Policing Survey 2017 prior to it closing on 10 January 2018. This figure was very similar to the number who completed the 2016 survey (1,690) which was deemed a good number by the Kent and Medway Police and Crime Panel when it met in February 2017.

For comparison, a selection of other consultations run in 2017 yielded the following results:

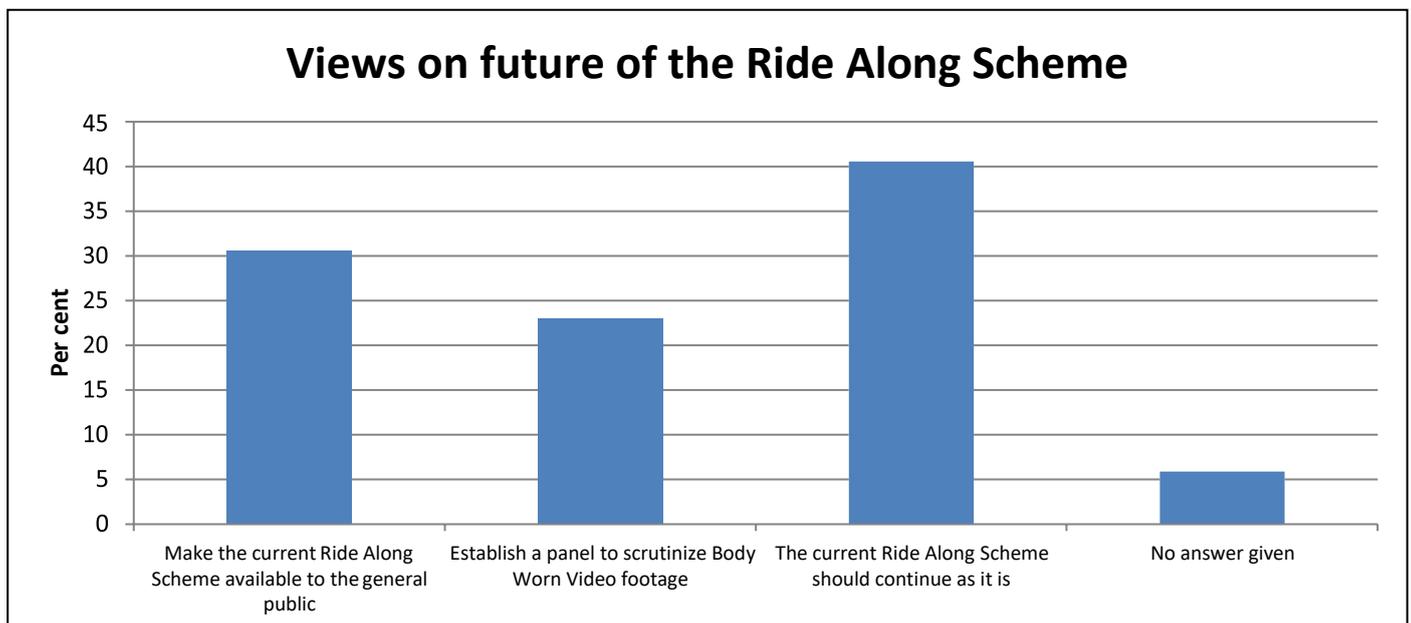
- Kent County Council’s Budget Campaign and Consultation – 965 responses
- West Mercia PCC’s Fire Governance Consultation – 1,307 responses
- Cambridgeshire PCC’s Proposal for a Fire and Rescue Governance – 2,426 responses
- Essex PCC’s Policing in Essex Precept Survey – 5,044 responses.

Achieving 1,661 responses out of a population of 1,820,400 – against the industry standard confidence level of 95% - equates to a margin of error of just 2.4% in the survey’s final data. Thus, the sample achieved is statistically significant enough to offer reliable data but the OPCC will still continue to share best practice and research further opportunities to further boost participation in future consultation exercises.

Most responses came from individuals, but among the organisations which responded were:

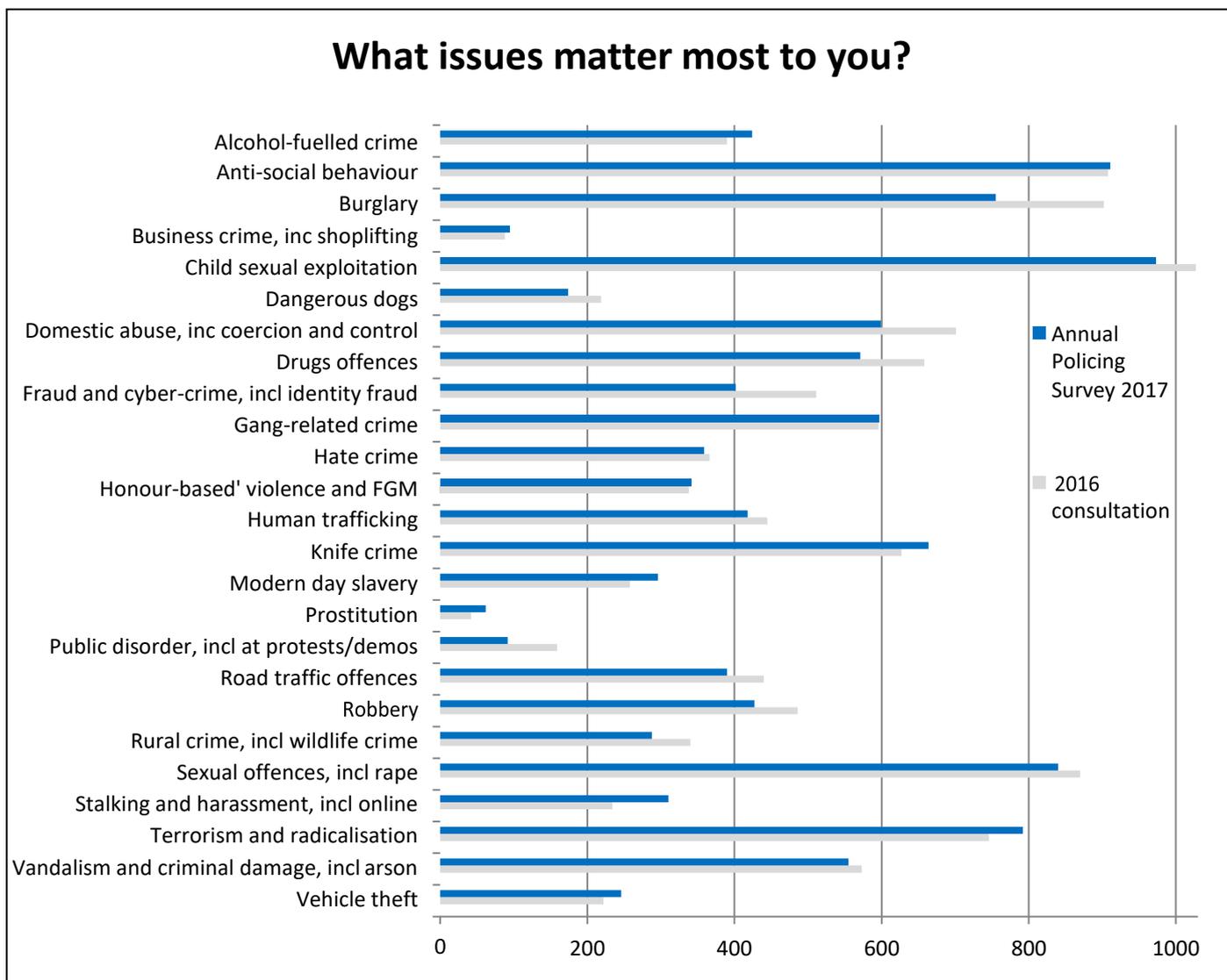
- Canterbury Baptist Church
- Capel-le-Ferne Parish Council
- Choices Domestic Abuse Service
- Cranbrook and Sissinghurst Parish Council
- DAVSS
- East Folkestone Together
- Folkestone Area Partnership Against Crime
- Hempstead Residents’ Association
- Kent Equality Cohesion Council
- Minster Parish Council
- Nepalese Community Ashford
- Oasis Domestic Abuse Service
- SpeakUp CIC
- St Margaret’s Parish Council
- Wye with Hinxhill Parish Council.

The responses received for part one were as follows:



Respondents to the Annual Policing Survey 2017 had mixed views on potential changes to the PCC's Ride Along Scheme. The most popular of the three options given was that the current scheme, using volunteer Independent Custody Visitors, should just continue as it is (40.56%). Just over half of the respondents favoured some sort of change to the status quo in order for the public to better assist the PCC in holding Kent Police to account, but they were split between those wanting to make the Ride Along Scheme available to the general public (30.64%) and those preferring the establishment of a panel whereby members of the public could scrutinise police officers' Body Worn Video camera footage (23.00%).

The responses received for part two were as follows:



The 1,661 people who completed the survey were asked to select up to eight issues each, out of a list of 25, which mattered most to them. A small number of respondents selected more than eight issues, and in those instances their choices were discarded. Others chose to select fewer than eight, which was fine. In total 11,580 'votes' were recorded and counted.

The graph above shows, in blue, the number of 'votes' recorded for each of the 25 issues in the PCC's Annual Policing Survey 2017.

The grey bars show, for comparison, the number of people selecting these same issues in the PCC's 2016 consultation. There is very little difference in the two sets of results, suggesting the views of the people of Kent have not changed significantly in the last 12 months.

Again, child sexual exploitation (973 votes) was rated as the number one concern for people across Kent and Medway.

The next seven top issues were:

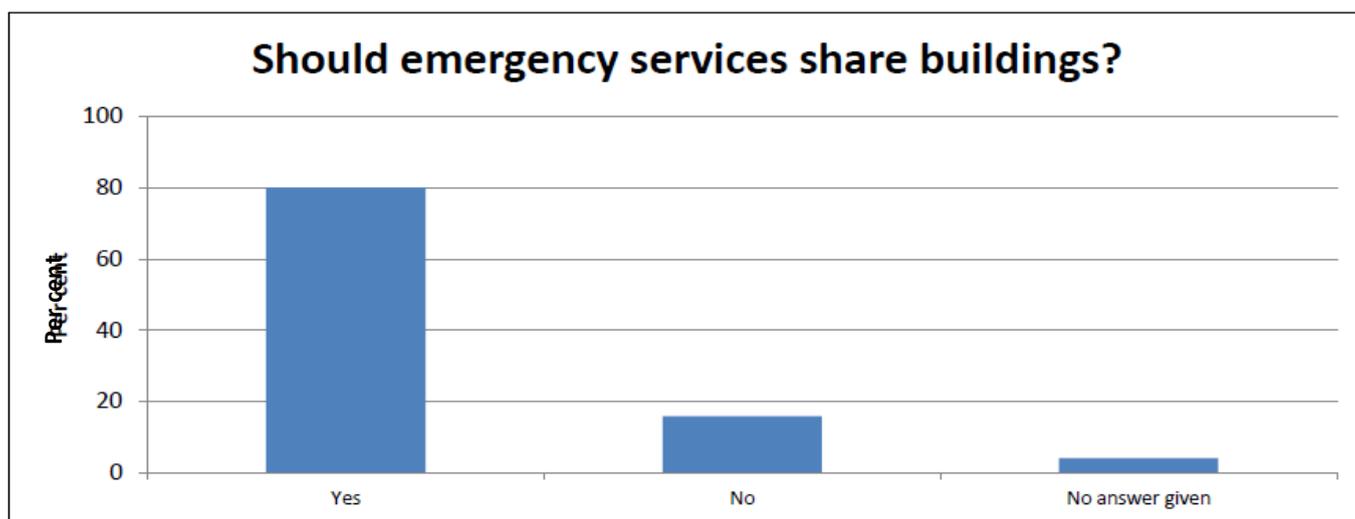
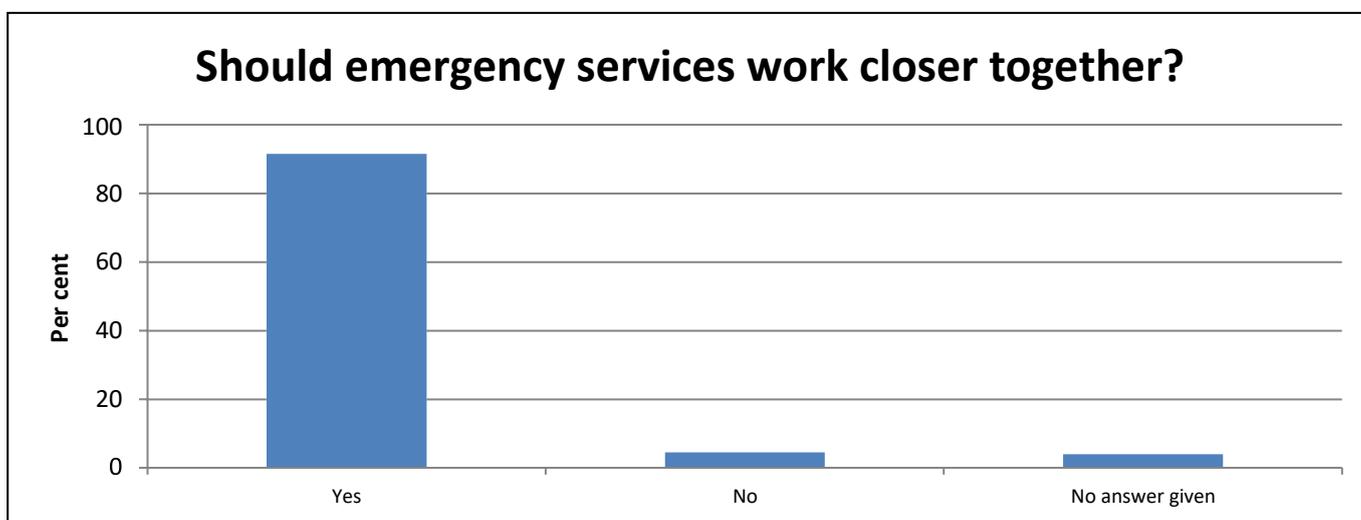
- Anti-social behaviour (911)

- Sexual offences including rape (840)
- Terrorism and radicalisation (792)
- Burglary (755)
- Knife crime (664)
- Domestic abuse, incl coercion and control (599)
- Gang-related crime (596)

The ‘top eight’ issues again indicate that the people of Kent and Medway are not only concerned about traditional neighbourhood policing issues like anti-social behaviour and burglary, but also about emerging threats to public safety like child sexual exploitation, gangs and knife crime.

Part three sought people’s views on the council tax, and what could be done to improve community safety in their area. The responses have been included later in this report, alongside feedback received in relation to the PCC’s 2018/19 precept proposal.

The responses received for part four were as follows:

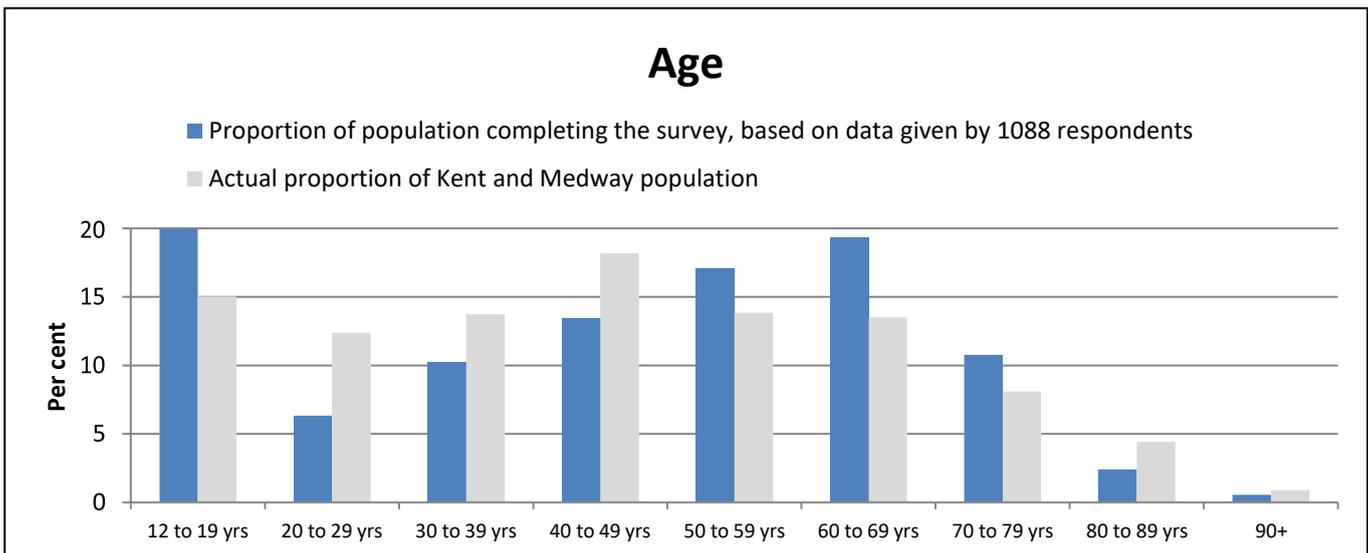
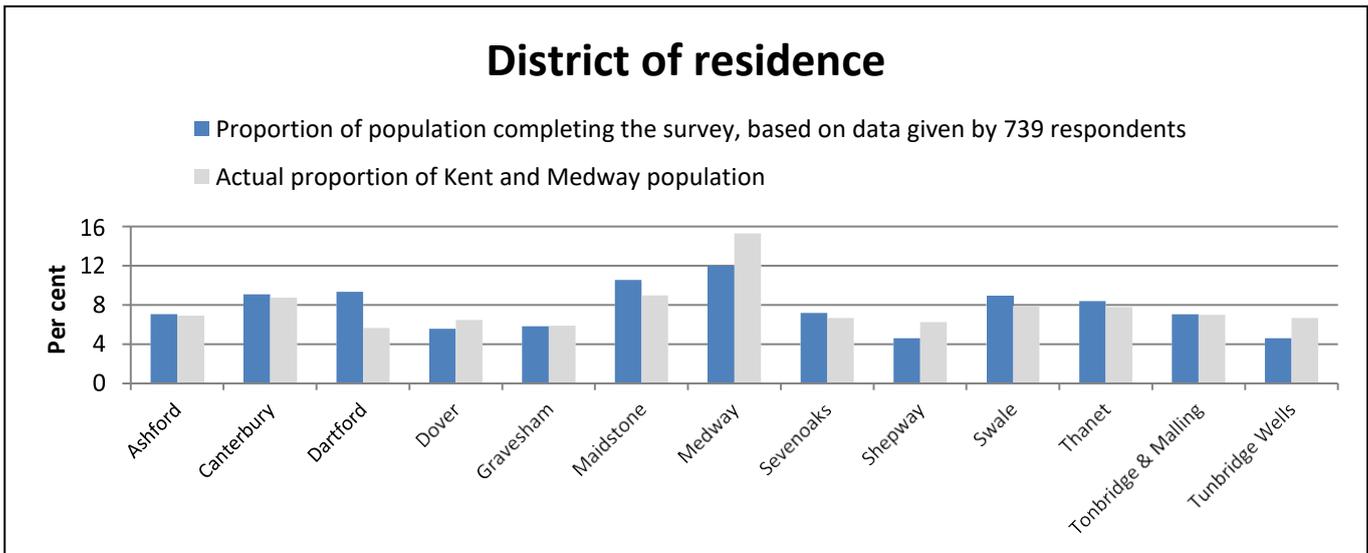


The PCC’s Annual Policing Survey 2017 found there to be overwhelming support for emergency services working more closely together to improve community safety (91.51% in favour); and also for emergency services sharing buildings, providing that saved money and made them more responsive (80.07% in favour).

# Demographics of respondents

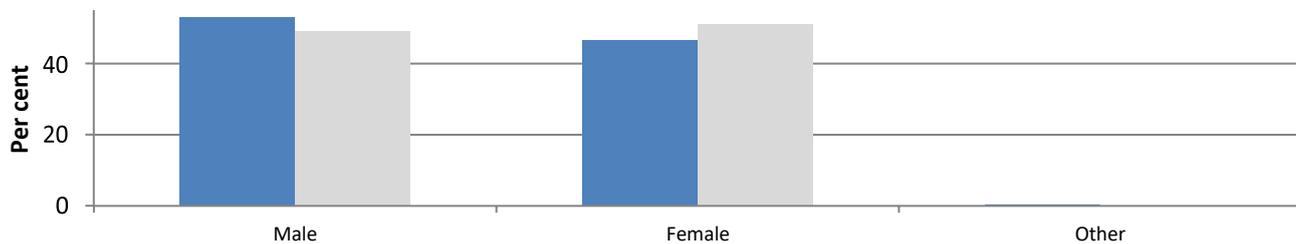
The following charts show the demographics of those who responded to the survey, based on the responses they gave to questions in part five relating to their address, age, gender, ethnicity, sexuality, and whether they considered themselves to be disabled. The survey made it clear there was no requirement to provide these details and so the sample sizes vary for each question.

Where possible, the data supplied by those completing the survey (in blue) is shown alongside the actual demographics of the whole of Kent and Medway (in grey) as sourced from the [Kent County Council website](#), for comparison.



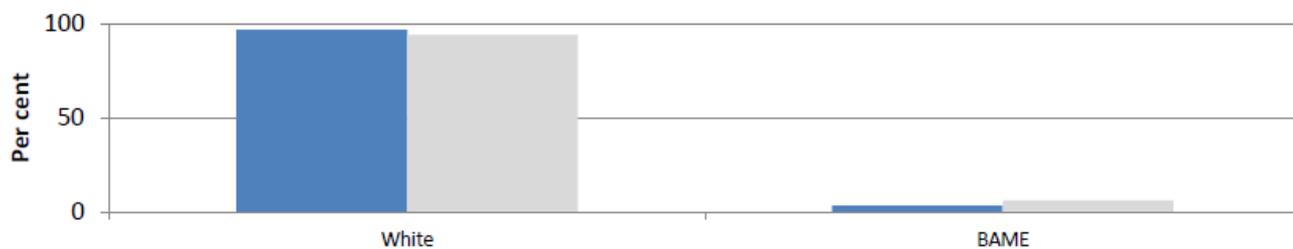
## Gender

- Proportion of population completing the survey, based on data given by 1167 respondents
- Actual proportion of Kent and Medway population



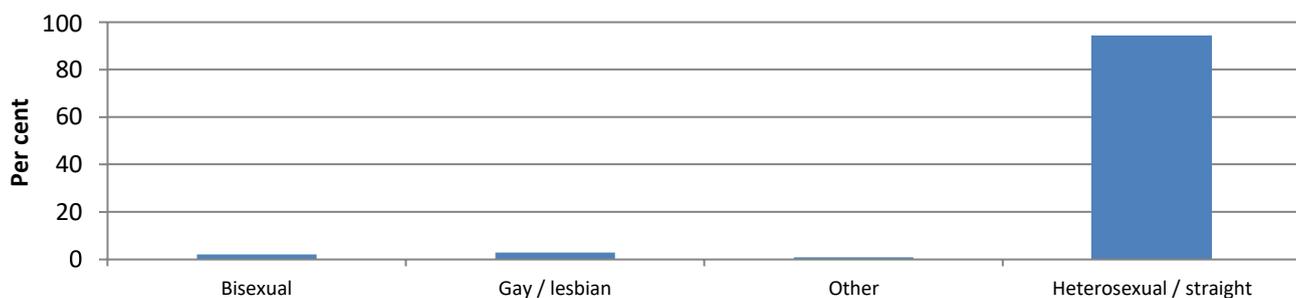
## Ethnicity

- Proportion of population completing the survey, based on data given by 962 respondents
- Actual proportion of Kent and Medway population



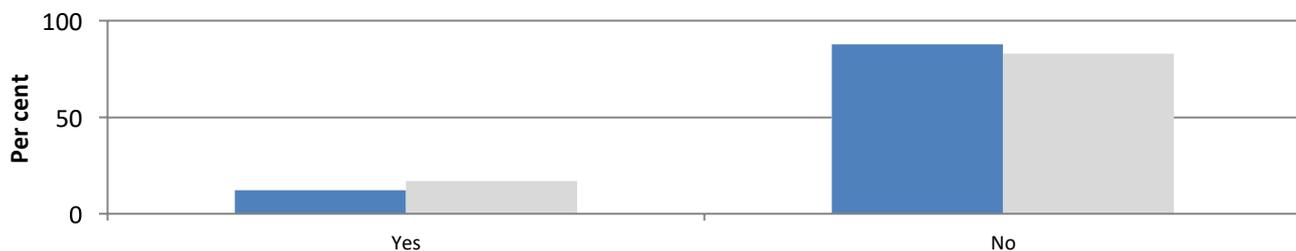
## Sexuality

- Proportion of population completing the survey, based on data given by 794 respondents



## Do you consider yourself disabled?

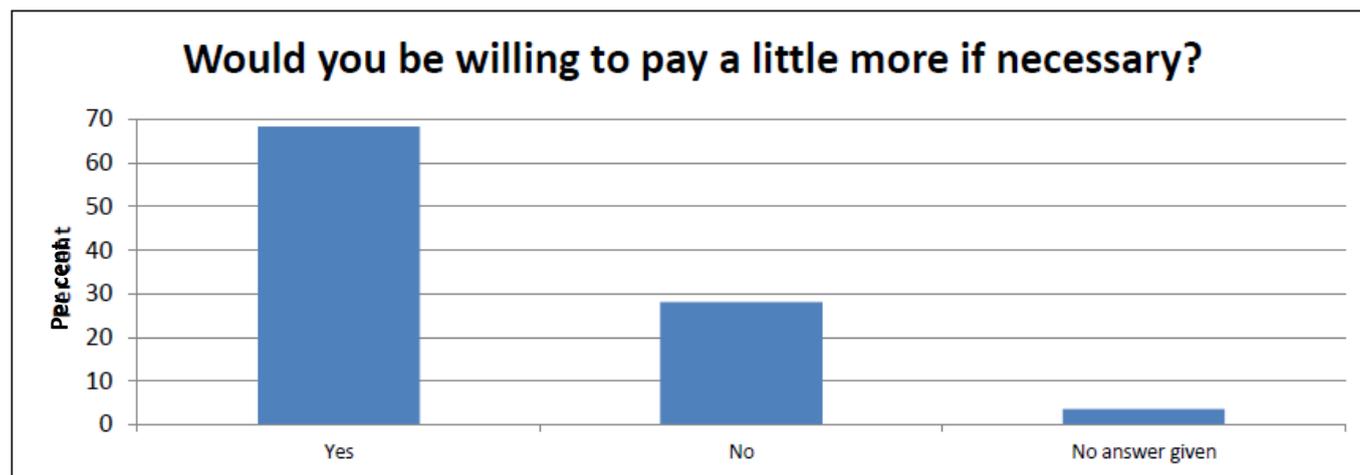
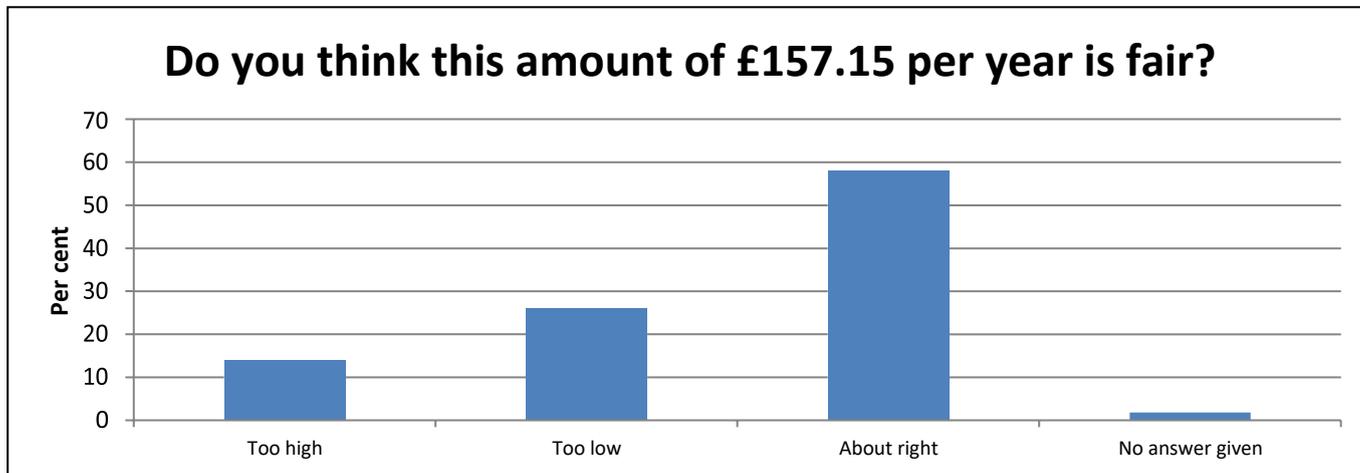
- Proportion of population completing the survey, based on data given by 1089 respondents
- Actual proportion of Kent and Medway population



# Council tax

This section of the report deals with residents' views on the amount of council tax which goes to policing and community safety – the police precept. In 2017/18, the precept was set at £157.15 for an average (Band D) property.

The views of those who responded to the PCC's Annual Policing Survey 2017 were as follows:



The most popular view given about the figure of £157.15 for a Band D household was that it was about right (58.10%). Furthermore, more than a quarter (26.13%) of the 1,661 respondents believed the figure to be too low. The amount of people stating they felt the figure was too high was only 13.91%.

In addition, more than two-thirds of respondents (68.33%) to the PCC's Annual Policing Survey 2017 said they were content to pay a little more towards policing if necessary. The percentage answering no was 28.12%.

The responses given as to what one thing could be done to improve community safety were dominated by requests for more, or more visible, police officers and/or PCSOs. In multiple cases, and especially in rural areas, the person responding to the survey specifically wanted community officers who are familiar with the local area.

Other themes to emerge were:

- More (or improved) CCTV
- More speed cameras and/or traffic officers to deal with speeding and other road traffic offences
- More (or improved) street lighting
- Improved police response times.



3. "More PCSOs are to be welcomed. They are well liked by rural communities and their regular attendance at parish council meetings is appreciated. The chairmen of parish councils, in my experience, give PCSOs priority at meetings so as not to waste their time. It would be much appreciated if ticketing or prosecution were allowed. Too often there is a traffic violation, such as ignoring a road sign, which is not followed up due to lack of officers."
4. "We are delighted that the problem of law enforcement is being taken seriously in Kent. However, this news of increased costs to tax payers to provide a service is very unwelcome. We would first like to see the local Folkestone police force actually working in the town instead of being regularly found chatting at the out of town Marks & Spencer's."
5. "Have read your bulletin with interest and support the additional investment all be it at a cost to households. Where I believe I and my fellow Kent residents would wish to be assured is that national matters are not funded by dint of geography. As gateway to UK it is Kent police who bear cost of such things as Operation Stack etc. Such costs are a national cost and should not fall wholly upon Kent."
6. "Being well aware of the pressures the Police are under on a 24/7 basis and the excellent service they provide, I would be more than willing to support this vital boost."
7. "I feel that there is an extra need for more police. However, how will our police stations be affected? Does this mean that more rural police stations will remain open? I live in a rural area, so this is important to me."
8. "I think the idea is great, exactly the direction the public wants to go! Well done Matthew."
9. "I would be prepared to pay an extra £100 per year and cut back my household expenses, but only if it meant we would see an active involved police force on the streets visible and dealing with the small issues that affect our daily lives... As it stands now I cannot see how an additional 280 officers and staff over the whole of Kent will scratch the surface... and as such I am not prepared to pay the additional £12 per year."
10. "I support many of your decisions so far (cutting the cost of your office; bolstering frontline policing and improving the problems with the 101 call centre) but would add one more which requires attention... speeding."
11. "I support the increase in your precept in line with your document."
12. "I'd welcome the small increase in council tax so you can afford to increase your officer headcount - as long as it's not wasted on bureaucracy, red tape and form filling."
13. "In theory I agree as long as the money goes only to recruiting police officers. My personal opinion is we need more sighting of police officers on the streets not in motor cars."
14. "Policing and other public services' performance must be maintained at established levels. So, given that effective resource management ensures best or improving value for money, a modest increase roughly in line with real monetary value is justified, I would support modestly increased precept for continuing good service in policing and other public safety services in Kent."
15. "Having read the PCC's proposals I think they represent the way forward. I would regard £12 per year extra as being a reasonable increase to ensure that we get more officers on the streets."
16. "I think this is a great idea, especially cutting costs in your office by £200,000. I am concerned if the reserves are depleted, how does this affect pensions and overall reserves? More police on streets is a good thing."
17. "I would be grateful if you would outline how the additional £1 per month the average household is expected to pay will affect Swanley? What is the likely impact of the £9m cost savings on Swanley? You indicate that there will be a minimal impact on the frontline, but there will be an impact nonetheless."
18. "This email is to say that we are generally supportive of the Funding Proposals, with the caveat that our proposals for the Police and Crime Plan 2018 should, please, be factored in once they are made and accepted."
19. "I am writing to fully support the planned £1 per month precept increase... We never ever see the police and there needs to be a return to focusing on rural policing and, sorry, real police not just PCSOs who have zero authority."
20. "We have no visible policing at all and it's not enough to say 'well a police car attended some address or other' - that's not the same thing! So I hope some of the new staff will be encouraged/deployed to areas like ours in the future."
21. "I am very unhappy that, yet again we are going to get another hike in the hated council tax to pay for more police officers. I firmly believe that the police should be properly funded by central government and not create an extra burden on pensioners who can barely afford to pay this hated tax in the first place... Trying to contact them is an absolute nightmare, hanging on the phone for twenty minutes listening to endless recorded messages. We really must get back to the old system of being able to call one's local police

station and then, just maybe, we can get some action when it is needed. At present I won't bother to call the police on the 101 number it's just a waste of time."

22. "What is wanted by residents is visible police on the streets. As it is PCSOs are managing too large an area to be really effective as a deterrent to crime. Residents are opposed to paying additional levy for backroom staff."
23. "Need to get Swanley better buildings... Like the changes."
24. "I am absolutely disgusted you are asking hard working tax payers to pay extra council tax for a police force who can't protect victims of crime and are just quite frankly full of excuses!! I read in the KM you want to recruit 200 more officers to just waste the tax payers money even more. This really isn't on when other emergency services and voluntary organisations get far less funding and do a lot more in our community to protect the vulnerable and people at risk. Why in all honesty should Kent Police take another penny when at the moment you can't offer a proper service as it is?"
25. "I for one, wholeheartedly support the proposed increase in the Policing precept, as I believe there should be more police officers and staff available to make the county of Kent & Medway a safer place to live."
26. "I have read your newsletter about expanding the number of officers in Kent Police and other measures. This has been long overdue after many years of cutbacks. I therefore fully support your request for an increase in the precept. I would, however, like to challenge your assertion (and the Government's) about levels of policing and their effects on crime. Crime levels may be falling in certain categories but it is clear that the police have been forced by the cutbacks to prioritise crimes and the way they are dealt with... The problem of drugs is getting worse and whilst I read with interest your plans and ideas in your consultation paper I would urge you not to totally focus on the new and glamorous crimes, such as cyber, important though it is, but to also consider the 'old crimes'."
27. "I congratulate you on your proposal to empower the Chief Constable to recruit up to an additional 200 Police Officers in the next year. Boosting staff numbers in the areas you highlight is of great importance to protect and provide reassurance to the wider public of Kent and I also agree with your views that there should be no excuse for using extra council tax to prop up inefficient practices and where better value for money can be delivered."
28. "Whilst any efforts to protect the frontline of policing are laudable I am of the view this proposal falls far short of what is needed. £12 a year on the average household council tax can't possibly make a difference - and frankly neither will another 200 officers. I would willingly pay more than double if we would see another 400 officers for the county."
29. "Our family (5 adults) support your proposals and accept that the increase in charge as wholly reasonable."
30. "Within the CSU departments the PC officers are sadly tied down doing administrative work or answering emails or queries from public sometimes about very minor issues... The police officers within these departments should be there to use warranted powers."
31. "These proposals have my full support."
32. "I fully endorse the proposals. Kent has a very large geographical area and manpower is needed for the rural areas so that criminals can be stopped that they are easy pickings. I do not mind paying the extra pound."
33. "I would suggest that more money be invested in rural policing... to prevent rural crime rising year on year, and give the people who live in the rural the confidence to report crimes knowing that a police officer will attend and not just be given a crime reference number. I'm sure that this would boost public confidence and bring the rural in line with town policing."

## Annual policing survey

Please complete and return this form to:  
**Annual Policing Survey, PCC's Office, Kent  
 Police HQ, Sutton Road, Maidstone, ME15 9BX**

Or fill out the survey online at:  
[www.kent-pcc.gov.uk/consultations](http://www.kent-pcc.gov.uk/consultations)



### Part one – Ride Along scheme

My office runs a Ride Along scheme, designed to promote public trust and confidence in Kent Police by ensuring processes and procedures are transparent. Currently, you can book to go on a Ride Along with us. We are given the opportunity to observe policing patrols and then report back to me on what they have seen. Opening this scheme up to other members of the public, provided they first pass a vetting process, could further assist me in holding Kent Police to account but the scheme would have to be managed carefully to ensure the safety of all involved.

An alternative idea would be to allow members of the public to sit on a panel, reviewing footage of police officers dealing with a wide range of incidents. The footage would have been routinely recorded on the officers' Body Worn Video cameras.

My question is:

- Would you like to see the current Ride Along scheme made available to the general public?
- Or, would you like to see my office instead establish a panel where members of the public scrutinise police officers' Body Worn Video camera footage?
- Or, do you have sufficient trust and confidence in Kent Police that the current Ride Along scheme, using volunteer ICVA, should just continue as it is?

### Part two – What matters to you?

Which of these issues which Kent Police deals with are most important to you? Please select a maximum of eight:

- Alcohol-fuelled crime
- Anti-social behaviour
- Burglary
- Business crime, inc. shoplifting
- Child sexual exploitation
- Dangerous dogs
- Domestic abuse, inc. coercion and control
- Drugs offences
- Fraud and cyber-crime, inc. identity fraud
- Gang-related crime
- Hate crime
- 'Honour-based' violence & Female Genital Mutilation
- Human trafficking
- Knife crime
- Modern day slavery
- Prostitution
- Public disorder, inc. at protests or demonstrations
- Road traffic offences
- Robbery
- Rural crime, inc. wildlife crime
- Sexual offences, inc. rape
- Stalking and harassment, inc. online harassment
- Terrorism and radicalisation
- Vandalism and criminal damage, inc. arson
- Vehicle theft

### Part three – Council tax precept

Around two-thirds of the Kent Police budget comes from central Government. The remaining third comes from council tax. Currently, an average household in Kent pays £157.15 a year from their council tax towards policing.

Do you think this amount of £157.15 per year is fair?

Too high     Too low     About right

Would you be willing to pay a little more towards policing if necessary?  Yes     No

What one thing could be done to improve community safety where you live?

### Part four – Working with others

Do you think it is a good idea that the emergency services work more closely together to improve community safety where you live?  Yes     No

Do you think the emergency services should share buildings, provided that saved money and made them more responsive?  Yes     No

### Part five – About you:

*(You do not have to give any details if you don't want to)*

Name/Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Email: \_\_\_\_\_

Age: \_\_\_\_\_ Gender: \_\_\_\_\_

Ethnicity: \_\_\_\_\_ Sexuality: \_\_\_\_\_

Do you consider yourself disabled?  Yes     No



### Twitter

Keep up to date with the work of the Kent Police & Crime Commission: @PCCKent

# Boosting Kent's frontline – up to 200 more Police Officers and 80 more staff



**A message from the Police and Crime  
Commissioner Matthew Scott:**

Today I am announcing my draft funding proposals for Kent Police for 2018/19.

Over the past year, I have continued touring the county and speaking with local residents, community groups, businesses and charities to seek their views on Policing in Kent and Medway. I have spent time with the Police Officers, staff and volunteers serving on the frontline to hear their experiences too.

There is no doubt that Policing remains under pressure. There are ever-increasing numbers of calls to respond to, many of which are more complex and a growing number of which are not criminal in nature – such as support for vulnerable people in mental health crisis. All of this comes whilst Britain's threat level for international terrorism is severe.

Despite all of this, Kent Police has been among the top-rated Forces in the country in independent inspections for efficiency, effectiveness and legitimacy in 2016 and 2017. They have been deemed "Good" or "Outstanding" in every assessment, bar one. Police Officer numbers have risen since I was elected and PCSO numbers have also been protected. Antisocial behaviour is down 11%. There is a new cyber-crime team and the Volunteer Police Cadets programme is back. I'm investing more in services for victims of crime and together we have fixed the firearms licensing backlog.

The Government has listened to the views of Police and Crime Commissioners (PCCs) and increased funding for counter terrorism by £50m and will be investing a further £130m in other national Policing schemes. In order to support local Policing, the Home Office has allowed PCCs to increase the council tax precept by £1 a month for an average household, which could raise up to £270m nationally. Together, this represents slightly more than the amount PCCs said we needed next year.

Taking into consideration the views of residents, community groups, businesses, and the operational needs of Policing in Kent, I am pleased to be proposing the biggest recruitment drive for Kent Police for a considerable time.

In laying out my proposal I am empowering the Chief Constable to recruit up to 200 additional Police Officers in the next year. These will go into boosting a number of areas, including rural and roads policing, local communities, fighting cyber-crime and providing greater public protection, and will take the total number of Police Officers in Kent to its highest level since 2012.

In addition to this, I have listened to residents' views about crime reporting, and so there will be a boost in the number of call handlers answering 999 and 101 calls, so that people can get help quicker and more information can be provided to the Police. This will be alongside the new online reporting service, which is available for certain issues for those who wish to use it. There will be over 80 new police staff roles that will cover this, as well as other areas of Policing.

This will be funded in four ways:

- I am asking residents to contribute the equivalent of an additional £1 per month from an average household towards the cost of Policing in Kent. This is not a request I am making lightly but is something I believe is necessary to keep Kent safe.
- I have reviewed Kent Police's proposals for over £9m of cost savings and believe that, as they will have a minimal impact on the frontline, they should be delivered. There should be no excuse for using extra

council tax to prop up inefficient practices and where better value for money can be delivered, it should be. This will help mitigate the pressures of pay and inflation.

- I am cutting the cost of my own office by £200,000 and re-investing this money in the frontline. I already provide extra money from my budget for Kent Police projects, such as the Volunteer Police Cadets.
- I am authorising the use of a further £5m of Kent Police's reserves over three years, should it be required, to support the recruitment drive.

There will also be other opportunities to increase Police Officer numbers and improve services further. The Police Transformation Fund, worth £175m, has been made available by the Government for new projects that reform the way that Forces operate and I will encourage more bids to access some of this money. I will also continue to drive collaboration with police colleagues and other agencies to make best use of property and improve delivery.

This is an ambitious proposal. It will mean that residents get something back for the tax that they pay and value for money in what is spent in their name. It boosts Policing in Kent in urban and rural areas in the fight against antisocial behaviour, organised crime, fraud and cyber-crime, domestic abuse and road traffic offences. Victims will get a better service when they have been subject to heinous acts and more criminals will be brought to justice.

I hope that you will support this vital boost. Please email your thoughts by 27 January. The proposed precept rise will then go to the Kent and Medway Police and Crime Panel for its approval on 8 February.

## Summary of amendments in the refreshed Safer in Kent Plan

### Introduction and context

- *Minor amendments including acronym updates (e.g. HMICFRS).*

### Leadership: Strong ethics, transparency and integrity at all times

- *Addition of commitment to support the Chief Constable in developing and supporting the workforce.*
- *Addition of commitment to tackle all forms of inequality, encourage diversity and to hold the Chief Constable to account for the equality duties as described in the Equality Act 2010.*

### Joint Vision

- *No amendments.*

### Guiding principles: People suffering mental ill health need the right care from the right person Crime is important no matter where it takes place Vulnerable people must be protected from harm

- *Minor amendments including acronym updates (e.g. HMICFRS).*

### The Chief Constable's priorities for the next four years are to:

1. Put victims first
  - *Text amended to reflect that crime can also have a significant impact on witnesses and that Kent Police must provide a quality service that puts victims and witnesses first.*
2. Fight crime and antisocial behaviour
  - *Text amended to reflect expectation that Kent Police has the right resources with the right skills to investigate and bring to justice those committing crime.*
3. Tackle abuse, exploitation and violence
  - *No amendments.*
4. Combat organised crime and gangs
  - *No amendments.*
5. Provide visible neighbourhood policing and effective roads policing
  - *Text amended to reflect that Kent's roads are shared spaces, used by different types of vehicle, alongside vulnerable road users with little or no protection in traffic. Kent Police must continue to crackdown on main factors that contribute to people being killed and seriously injured and work with partners to address other risk behaviours. Kent Police must also deter and disrupt criminality by denying criminals use of the road network.*
6. Deliver an efficient and accessible service
  - *Priority and text amended to reflect that Kent Police must provide effective systems for the public to report urgent and non-urgent matters whilst continuing to reduce bureaucracy and deliver value for money.*

### The Strategic Policing Requirement

- *No amendments.*

### **As the Police and Crime Commissioner, I will:**

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities
  - *Amendments to content of discussion with Chief Constable and Performance and Delivery Board meeting schedule.*
  - *Minor amendments and acronym updates (e.g. HMICFRS).*
2. ~~Support all victims of crime and abuse~~ Enhance services for victims of crime and abuse
  - *Priority and text amended to reflect that over the last year progress has been made in the support available to victims, and the focus is now on enhancing victim services through opportunities such as improving reach and scope, and greater utilisation of technology.*
3. Commission services that reduce pressure on policing due to mental health
  - *Minor amendments.*
4. Invest in schemes that make people safer and reduce re-offending
  - *Minor amendments and removal of bullet points.*
5. Make offenders pay for the harm that they have caused
  - *Minor amendments and acronym updates (e.g. CPS)*
6. Actively engage with residents in Kent and Medway
  - *Minor amendments.*

### **Opportunities for the future:**

1. Calling for more criminal justice powers for Police and Crime Commissioners
  - *Minor amendments.*
2. Lobbying for a fairer funding settlement for Kent
  - *No amendments.*
3. Further collaboration with other organisations
  - *Minor amendments to reflect terminology in the Policing and Crime Act 2017 relating to blue light collaboration.*
4. Oversight of the police complaints process
  - *Text amended to provide greater clarity around Policing and Crime Act 2017 provisions once enacted (i.e. all PCC's to take on the 'Appellate' function, but may also adopt one of two other options with a corresponding increase in the extent of their involvement).*
5. ~~Ideas tested during the consultation~~ Developing new crime prevention and diversion practices
  - *Priority and text amended. This priority was linked to a number of ideas that received feedback as part of the consultation to inform development of the original plan. Over the course of the last 12 months, the majority have been explored and a number progressed. The PCC now wishes to explore how technology may better support crime prevention, and is also keen to develop diversion schemes that help support those arrested, or at risk of arrest.*
6. Backing volunteering
  - *Minor amendments.*

### **Resources and Medium Term Finance Plan**

- *Extensively re-written to take account of the latest financial information, including the Government's Police Grant announcement in December 2017.*

**Key Points**

1. The key points from this year's budget and precept proposal from the Police and Crime Commissioner (PCC) are:
  - A proposed increase in the precept of £12.00 a year, or 7.6% for a Band D property, equivalent to £1 a month
  - A council tax for an average Band D property of £169.15
  - This increase will help fund up to 200 new police officers and over 80 new staff
  - A net revenue budget after savings of £290.4m
  - A savings requirement over the medium term of £21.4m
  - A capital programme of £15m for 2018/19 and £52.3m over the medium term
  - The use of £7.9m of reserves to support the budget in 2018/19
  - The use of £30.1m of reserves including capital investment over the medium term
  - A final balance in reserves at the end of 2021/22 of £14.9m

**Background**

2. The purpose of this report is to set out the PCC's proposed budget and precept proposals. It will deliver one of the key responsibilities of the PCC under the Police Reform and Social Responsibility Act 2011. In determining his budget proposals the PCC has had regard to:
  - The priorities within his 'Safer in Kent' police and crime plan
  - National targets and objectives including the strategic policing requirement
  - Consultation with the Chief Constable
  - The results of consultation with the public and partners
  - The plans and policies of other partner agencies relating to community safety and crime reduction
  - Government policy on public spending and the Police Funding Settlement
  - Medium Term Financial Plan
  - The Reserves Strategy and the prudent use of reserves over the medium term
  - The capital strategy and investment programme
  - Continuous improvement and value for money for the tax payer of Kent
3. This report will set out the details of:
  - 2018/19 budget and precept proposals
  - The Government's police funding settlement for 2018/19
  - Medium Term Financial Plan
  - Reserves Strategy
  - Capital Strategy
  - Chief Finance Officer's Professional Statement

**Introduction**

4. The PCC has set out his policing priorities for Kent in his Police and Crime Plan 'Safer in Kent'. The 2017/18 budget went some way towards meeting these priorities. When the PCC was elected he had a clear policy of maintaining police officer numbers in Kent and an insistence on Kent Police becoming ever more efficient in how it manages its resources to achieve this. The implementation of the new policing model has proved to be successful and has identified more benefits and efficiencies than expected. This means the PCC is keen to increase the number of police officers as well as maintaining the number of Specials and PCSO's.
5. The PCC supported through the use of reserves the introduction of 'New Horizon' - a new policing model for Kent. This model was launched in September 2017 and is providing new investment and realignment of existing resources into the following areas; mental health; investigation of domestic abuse, child and adult abuse and sexual offences; vulnerable investigation; community safety units; CID; a missing and child exploitation bureau and a wanted person's bureau.

6. Kent Police has been among the top-rated forces in the country in independent inspections for efficiency, effectiveness and legitimacy in 2016 and 2017. They have been deemed “Good” or “Outstanding” in every assessment, bar one. Antisocial behaviour is down 11%. There is a new cybercrime team and the Volunteer Police Cadets programme is back and the firearms licensing backlog has been cleared.
7. The PCC also invested in projects to support all victims of crime and abuse such as the Victim Support service based in Ashford, and commissioned services that reduce pressure on policing through the Mental Health in Policing Fund which included supporting Crisis Cafes, Counselling services and a safe haven bus.
8. During 2017/18 the PCC launched a new Restorative Justice Service to enable victims to cope and recover and make offenders pay for the harm they have caused.
9. Overall over £4m has been invested through the PCC’s Commissioning Strategy to support the Safer in Kent Plan.

### **2018/19 Budget and Precept Proposal**

10. For 2018/19 the PCC is looking to build on the successes of 2017/18 and the PCC has been actively looking to increase the number of police officers. The flexibility afforded to the PCC through the precept referendum limits has provided the opportunity for the PCC to challenge the Chief Constable to provide more police officers for the communities of Kent by use of the additional precept.
11. The PCC has empowered the Chief Constable to increase the number of police officers by up to 200 during 2018/19. These officers will form part of an expansion of the New Horizon model and will be used specifically to deal with the high harm issues, as well as more visible neighbourhood policing, including rural and roads policing, local communities, fighting cybercrime and providing greater public protection. This will take the total number of police officers in Kent to its highest level since 2012.
12. In addition to this there will be a boost in the number of call handlers answering 999 and 101 calls, so that people can get help quicker and more information can be provided to the police. This will be alongside the new online reporting service, which is available for certain issues for those who wish to use it. There will be over 80 new police staff roles that will cover this, as well as other areas of policing.
13. The PCC has recognised that recruiting the additional officers will have a significant impact on HR, vetting and other support services. In order to deal with this pressure the PCC has authorised the use of £2m of reserves during 2018/19 to support these services and the recruitment of police staff roles so that more of the additional precept is spent on visible police officers.
14. On top of that, the PCC has identified a saving of £200k within his own office budget that he is making available to the Force for additional police officer recruitment. This is the first reduction in the office budget since the PCC replaced the Kent Police Authority. The PCC already provides extra money from his budget for Kent Police projects, such as the Volunteer Police Cadets and mental health workers in the Force Control Room.
15. The PCC recognises the changing demands on policing and encourages the Force to be innovative in how it tackles this demand. With that in mind, the PCC has agreed to contribute towards a new Innovation Task Force within the Force to look at the demands on policing and to enable Kent Police to get upstream and deal with demand before it impacts on front line policing.
16. The PCC has remained steadfast in his view that Kent Police should become more efficient. The decision to invest the additional funding provided by the increase in precept, the reduction in the PCC’s office budget and use of reserves into new police officers rather than soaking up existing or future pressures means that the Force will continue to be required to make savings. These savings were already planned under the previous Medium Term Financial Plan and the PCC has reviewed the proposals for £9.8m of cost savings in 2018/19 and as they will have a minimal impact on the frontline, they have now been delivered.

17. The budget and precept proposal for 2018/19 is as follows:

**Table 1: Budget Requirement and Precept**

Budget Requirement	£290.364m
Less Police Grant	£104.799m
Less Revenue Support Grant	£65.667m
Less Legacy Council Tax Grants	£13.298m
<b>Sub Total</b>	<b>£106.600m</b>
Less Collection Fund Surplus	£1.520m
<b>Amount to be raised by Council Tax</b>	<b>£105.080m</b>
Divided by aggregate council tax base	621,225
<b>Band D Council Tax</b>	<b>£169.15</b>

### Commissioning Strategy

18. The PCC's Safer in Kent Plan has as a key priority to 'enhance services for victims of crime and abuse' and the early announcement by the Ministry of Justice (MoJ) of the continued specific victims' grant of £2.1m has enabled the commissioning of key victims services to begin. This means that services can continue or be put in place for the beginning of the financial year. This funding will be allocated as per grant conditions on vital services for victims, including those delivered from Compass House, including the Victim Support service, the Independent Sexual Violence Advisor (ISVA) services and the PCC's new Restorative Justice Service.
19. The PCC has again agreed to match fund the figure from the MoJ so in total, the MoJ funding plus the commissioning and victims support budget means £4.2m will be available for allocation in 2018/19, the same level of funding as 2017/18.

### Funding Settlement

20. On the 19 December, the Policing Minister announced the draft general grant allocation for each force area for 2018/19. The highlights of the Minister's announcement, in line with the earlier Spending Review decisions set out by the Chancellor, were as follows:
- Precept flexibility of up to £12 for all PCCs (or equivalents) in 2018/19.
  - Flat cash grant funding (i.e. the same allocations as in 2017/18 for Home Office Core Police Settlement, Ex-DCLG, Welsh Assembly grant and Legacy Council Tax).
  - Updated assumptions around tax base growth, using OBR figures of 1.34% in England and 0.8% in Wales.
  - Any tax base growth greater than the above figures will be kept locally.
  - Including these assumptions on council tax and based on the 1.5% GDP deflator, the resulting settlement, including council tax, represents a "real terms" increase between 2017/18 and 2018/19.
  - £450m additional funding for the service nationally – includes £130m additional reallocation and approximately £147m as a result of additional council tax flexibilities.
  - £50m additional Counter Terrorism funding and the remaining £123m can be considered as "new money".
  - In respect of capital grants to PCCs, total Police Capital Grants have reduced from £77.2m in 2017/18 to £75.2m for 2018/19. However, Police Capital grant allocations (those provided to individual PCCs) are unchanged from 2017/18.
21. The Minister's statement was clear that this funding settlement to PCCs 'must be matched by a serious commitment from PCCs and Chief Constables to reform by improving productivity and efficiency to deliver a better more transparent service to the public'. In particular the Minister outlined three clear priorities:
- Seek and deliver further cost efficiencies, especially through better procurement.
  - A modern digitally enabled workforce, so front line officers can spend more time preventing and fighting crime.
  - Greater transparency in how public money is used, particularly in the holding and use of reserves.

22. The Minister will be agreeing milestones against these priorities with police leadership early in 2018. The PCC is confident that through this budget and medium term plan that Kent Police is already meeting these priorities.

23. Locally, as a result of the settlement, the funding received by Kent is as follows:

**Table 2: Funding Settlement**

<b>Funding Stream</b>	<b>2018/19</b>	<b>2017/18</b>	<b>Variance</b>
	£	£	£
Police Core Settlement	104,798,627	104,798,627	0
Ex DCLG Funding	65,665,644	65,665,644	0
Legacy Council Tax Grants	13,297,595	13,297,595	0
MoJ Victims Funding	2,115,831	2,111,419	4,412
HO Capital Grant	1,100,000	1,100,000	0
<b>Total</b>	<b>186,977,697</b>	<b>186,973,285</b>	<b>4,412</b>

24. The Minister's letter and statement both state the Home Office's intention to offer greater certainty on plans for 2019/20. Their intention is to maintain the flat cash settlement with the same precept flexibility but this is dependent on progress against the milestones to be agreed. The Minister also stated that the Police Formula review is now unlikely to be revisited until the next spending review.

#### **Medium Term Financial Plan – 4 years to 2021/22**

25. The Medium Term Financial plan is agreed each February as part of the budget setting process and is updated and refreshed throughout the year as further information becomes available. The plan covers 4 years from 2018/19 through to 2021/22. For obvious reasons there is more certainty around the figures included in the early years of the plan than for those towards the end of the four years. Therefore a number of assumptions are made. The key assumptions included in the plan are:

#### Funding assumptions

- The precept will increase by £12 in 2018/19 and thereafter by 1.99% each year.
- This assumes that the referendum limit will remain at 2% in 2019/20 and in future years, in line with previous assumptions.
- That the greater precept flexibility that may be available in 2019/20 is not confirmed and therefore not included.
- The council tax base will grow by 2.1% in 2018/19, then 1.5% in 2019/20 and 1% each year thereafter.
- The revenue grant will, in line with the Minister's statement, remain the same for 2019/20 and will be maintained over the Medium Term Financial Plan.
- That no funding review will take place within the Medium term Financial Plan life cycle or if it does that it will maintain the current level of support.
- Any top slicing and reallocating from the overall Police Grant by the Home Office will remain at 2018/19 levels in real terms.

#### Cost Assumptions

- Up to 200 police officers and over 80 police staff will be recruited in 2018/19.
- These officers and staff will form part of the ongoing establishment.
- Pay cost inflation for officers and staff will be 2% each year.
- Any additional bonus payment or pay award above the 2% will be funded through any underspend or reserves.
- Non-pay inflation will be 2% for each year of the Medium Term Financial Plan, in line with the Bank of England target.
- The employer's pension contribution will continue to be increased in steps in line with the triennial valuation until there is an additional £1m contribution in 2019/20.

26. With these assumptions there is a savings gap to 2021/22 of £31.2m. The Force have a good track record of identifying savings ahead of schedule and the Chief Constable has identified £9.8m of savings to meet the gap next year with no impact on front-line policing and these have been removed from the 2018/19 budget figures. Approximately £3.5m has been achieved from non-pay budgets through procurement, income opportunities and support services amongst others. The remaining £6.3m of savings were identified from pay budgets through more sophisticated budgeting for posts or the early identification of vacancies. Once these savings are removed, £21.4m of savings are required by 2021/22.
27. A summary of the medium term plan is set out in Annex 1. On the basis of these assumptions the savings profile would be as follows:

**Table 3: Savings requirement**

<b>Savings</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/2022</b>	<b>Total</b>
Delivered	9.8	0.0	0.0	0.0	<b>9.8</b>
Required	0.0	9.7	5.8	5.9	<b>21.4</b>
<b>Total</b>	<b>9.8</b>	<b>9.7</b>	<b>5.8</b>	<b>5.9</b>	<b>31.2</b>

28. The £9.7m savings required for 2019/20 have already been identified by the Force and reviewed and agreed by the PCC and these will be delivered during 2018/19 in time for the 2019/20 budget.

### **Reserves Strategy**

29. An important element of the PCC's financial strategy is the use of reserves over the medium term to support the budget and fund investment in transformational projects. The PCC's reserve strategy has the following key elements:
- A general non-earmarked reserve of 3% of the net budget will be maintained for unknown and/or unforeseeable events.
  - A prudent approach to risk management will be maintained and accordingly earmarked reserves will be created to cover for possible significant risks.
  - A prudent reserve to provide for the costs of change, especially in respect of redundancy and ill health retirements.
  - In the interest of the council tax payer, the PCC will seek as far as possible to protect its 'non-debt' status and instead of borrowing for investment, build up and rely on reserves for that purpose over the long term.
  - The PCC will take a long term approach to protecting, maintaining and investing in all its assets supporting policing for the long term as well as short term.
  - Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.
30. The total general and earmarked reserves are expected to be £45.0m as at the 1 April 2018. Of this, general reserves will amount to £8.8m or broadly 3% of the net budget. This is an increase on last year and brings us more into line with other PCCs. The remaining reserves are all earmarked. It should be noted that £17.2m of those total earmarked reserves, are there to support investment and capital spending over the medium to long term as opposed to more costly borrowing. This capital reserve has been built up from accumulated underspends, capital grants and capital receipts over the years.
31. In last year's budget the PCC agreed to the prudent use of reserves to allow the Chief Constable to smooth the impact of the additional savings required over the medium term. This included a proposed use of £3.5m reserves in 2018/19 and the PCC has confirmed this in the budget for 2018/19. This does not absolve the Force from making those savings but changes the profile of savings delivery to avoid any precipitous decisions being taken.
32. The PCC has also agreed £2m from reserves to support the recruitment of the new police officers and staff. This alongside a provision for ill health retirements, the museum curator, the Innovation Task Force and other budget support in relation to the national pay bonus means approximately £8.0m will be used during 2018/19.
33. The PCC has notified the Chief Constable that any in year underspends may be used in the first instance to support the additional recruitment of officers and staff. If this is not required then the underspend will

be taken back into reserves in order to mitigate risks over the medium term and support the investment programme. Any in-year reallocations of underspends will only be considered by the PCC where an exceptional business case is made.

34. The level of reserves held by PCCs has come under increased scrutiny and was specifically mentioned in the Ministers statement on the funding settlement so it is worth putting Kent's reserves into context. The Police and Crime Commissioners Treasurers Society commissioned a survey on police reserves which showed that overall policing has £1.6bn in reserves which represents 15% of annual police funding (including council tax). Kent Police currently holds reserves equivalent to 12% of its annual police funding, below the national average.

#### Use of Reserves

35. As at 31 March 2018, due to normal movements and adjustments during the year, total earmarked and non-earmarked reserves are expected to fall to £45.0m. The reserves position in 2018/19 is set out below:

**Table 4: Reserves**

Reserve	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m	£m
General	5.6	8.8	9.1	9.3	9.6	9.6
Funding Volatility	6.0	4.2	0.0	0.0	0.0	0.0
Insurance	3.1	3.1	3.1	3.1	3.1	3.1
Change Management	17.0	10.8	6.2	3.1	0.1	0.0
Investment Reserve (capital and revenue)	28.9	17.2	20.5	7.8	8.8	1.3
PCC	0.0	0.0	0.2	0.1	0.0	0.0
POCA	0.9	0.9	0.9	0.9	0.9	0.9
<b>Total</b>	<b>61.5</b>	<b>45.0</b>	<b>40.0</b>	<b>24.3</b>	<b>22.5</b>	<b>14.9</b>

36. The reserves are held for the following:

- a. **General reserve** is used to mitigate against unknown and unexpected events that incur considerable cost that could not be borne within the revenue budget such as Operation Stack, public order, major investigation costs or to fund initial costs of major disruption/ disaster response (i.e. flooding). This would be used before applying to the Government's Special Grant scheme should the criteria be met.
- b. **Funding volatility** is used to mitigate any sudden or unexpected funding levels. This reserve also funds our partner authorities in their attempts to increase the tax base and reduce fraud in council tax collection.
- c. **Insurance reserve** is held to cover potential liabilities in any insurance claim. In order to keep our insurance premiums at a reasonable level we self-insure to a significant degree. This level is suggested by our Insurance advisors as an appropriate amount to keep in reserve should we incur a large insurance claim.
- d. **Change Management** is held to help fund projects that will enhance policing in Kent and provide financial savings to the organisation. It helps mitigate the impact of redundancies and ill-health retirements on the ongoing revenue budget.
- e. **Investment Reserve** funds the capital and revenue investment in our investment programme. The investment programme is a number of long term projects that are designed to improve/create assets for the Force that will reduce financial commitments and improve policing in Kent. All sales of assets (capital receipts) fall into this reserve to be used for future capital investment. Capital projects will typically incur some revenue investment and this reserve helps fund that part of the investment programme without impacting on the ongoing revenue budget.
- f. **PCC** reserve holds funds set aside from the PCCs budget to fund innovative projects to help transform policing and fund local PCC priorities.
- g. **POCA (Proceeds of Crime Act)** is a reserve that covers any shortfall in funding for our POCA investigators and to fund community projects through the Property Fund.

37. Over the medium term, taking all the plans and provisions into account, total earmarked reserves are expected to fall to £14.9m, a reduction of 76% from the level held in 2017/18. This is in part due to reserves being used to support the budget, ill health retirements and the ongoing investment programme. Further detail can be found in Annex 2.
38. The investment reserve will be reduced to £1.3m by March 2022 increasing the likelihood that the Force will need to borrow externally for significant capital investment or provide a revenue contribution to capital from 2022/23 onwards. As stated in paragraph 29 the PCC will seek as far as possible to protect his 'non-debt' status and instead of borrowing for investment, build up and rely on reserves for that purpose over the long term. With that in mind the PCC has notified the Chief Constable that any revenue underspends not being used to support recruitment will be taken back into reserves in order to boost the investment reserve to fund future capital programmes.

### Capital Strategy

39. The key themes driving investment can be summarised as follows:
- Policy led with clear linkages to operational requirements and the Safer in Kent Plan.
  - Using technology and innovation to reduce demand and increase the time and focus officers can devote to core policing.
  - Putting victims and witnesses at the heart of the service.
  - Ensuring sound and reliable equipment and facilities for officers.
  - Exploiting tangible efficiency and effectiveness opportunities in partnership with others.
  - Maximising the efficiency and effectiveness of the estate.
40. A summary of the planned schemes and projects and how they will be funded for 2018/19 to 2021/22 is shown below. Further details are outlined in Annex 3. As per normal practice, actual release of funding next year and in future years will depend on the completion of sound business cases.

**Table 5: Investment Programme**

	2018/19	2019/20	2020/21	2021/22
<b>Expenditure</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
IT	10.0	10.2	10.9	3.3
Estates	1.9	1.7	1.0	1.0
Transport	1.9	1.6	1.6	1.5
ANPR	0.5	0.5	0.5	0.5
Other	0.7	1.0	1.0	1.0
<b>Total</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>7.3</b>
<b>Funded by</b>				
Capital Grant	1.1	1.1	1.1	1.1
Capital Receipts	7.7	10.5	11.7	4.2
Investment Reserve	6.2	3.4	2.2	2.0
Borrowing	0.0	0.0	0.0	0.0
<b>Total</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>7.3</b>

41. The planned investment programme for 2018/19 has been restricted to expenditure of £15m. This is in line with the level of expenditure achieved in previous years and it is hoped will provide a clear focus on the key priority projects and reduce the amount of slippage that is typically incurred at the end of the year. It is dominated by IT projects, which include national obligations (i.e. Emergency Services Network), joint projects with Essex (SAP) and Kent only projects. The implementation of these IT projects is key to modernising the Force and the way it works and help drive savings from the organisation.
42. The estates expenditure includes the recently announced refurbishment of Ashford Police Station. The PCC has agreed to release funds from the investment reserves to make significant improvements to Ashford Police Station. Following extensive research into the future of the building and its facilities the PCC has approved a recommendation by the Chief Constable to retain and develop the Tufton Street premises.

43. The investment programme is funded by both the capital and revenue investment reserves, capital grant received from the Government and by the use of capital receipts from disposing of assets during the year. All asset disposals are subject to a business case and require approval by the PCC.
44. The PCC is keen to maximise the use of the police estate and considers all options from disposal through to refurbishment and income generation. The PCC is particularly keen to increase collaborative work on estates with our partners, particularly the Kent Fire and Rescue Service so that both organisations can benefit from efficiencies and increased understanding and collaborative work.
45. The PCC will be holding the Chief Constable to account for the delivery of the investment programme on a regular basis throughout the year.

#### **Professional Statement**

46. It is a statutory requirement that the designated Chief Finance Officer must issue a professional statement on the adequacy of reserves, the robustness of estimates and the overall effectiveness of the systems of financial control and risk management.
47. In determining the above, the Chief Finance Officer has reviewed the financial environment and the risks facing policing in Kent and has taken the following into account:
  48. The Minister's announcement that the settlement for 2018/19 will be the same as 2017/18 was better than expected and provided a positive impact on the medium term position. For Kent, Government grant makes up approximately 63% of net funding excluding specific grants. Consequently, any changes in grant will inevitably have an impact on policing operations. It is also noted that the Government are allowing PCCs to retain any additional tax base growth over and above the Government's assumptions. This means that PCCs will get to keep the financial benefit from local decisions on housing and help fund the additional pressures that arise.
  49. The additional announcement of the Government's intention to maintain this settlement in 2019/20 was refreshing. Any certainty over future funding settlements is to be welcomed as it enables improved planning over the medium term which in turn leads to improved decision making as decisions can be taken in full view of the financial impact and with fewer assumptions. However it should be noted that this future settlement is not guaranteed and does come with caveats which all PCCs will need to meet during the year. Due to this uncertainty the future flexibility has not been included within the Medium Term Financial Plan. Any decision on future precept levels will be taken by the PCC at the appropriate time and with full public consultation.
  50. The increase in precept flexibility for 2018/19 is appreciated and provides PCCs with scope to set a precept in line with their Police and Crime Plan priorities. However, it should be noted that this does transfer the burden of funding policing away from central government towards the local council tax payer and the uncertainties on tax collection and tax base that this presents.
  51. The continued level of financial support and the additional precept flexibility has enabled the PCC to plan an increase of up to 200 police officers for 2018/19. These additional officers will provide a visible sign of the increased contribution from tax payers. By increasing officer numbers rather than absorbing cost pressures the PCC is still expecting the Force to deliver on its savings proposals over the next 4 years. This is in line with the PCCs aim for the Force to deliver an efficient and value for money service.
  52. The level of reserves held by PCCs has come under increasing scrutiny during 2017/18 and the PCC has laid out plans for a substantial but prudent use of reserves over the medium term. The level of general reserves has been increased to 3% of the net revenue budget. The previous lower level had been noted by HMIC and our external auditors so this increase keeps us more in line with our contemporaries. The level of general reserves will account for any major event that may require recourse to the Government's special Police Grant. This covers the cost of any major unforeseen cost incurred to policing over and above 1% of the net revenue budget. The 3% in general reserves covers us for two such events over the four year plan and a further 1% contingency.

53. The Force have a good track record of identifying savings early through effective financial management and planning but this still leaves a pressure of £21.4m of savings to be found over the next 3 years. While the Force have always met their target the delivery of savings becomes harder each year. The initial £9.7m for 2019/20 has been identified and agreed, however, there is a risk that these savings targets may not be met over the medium term. This risk though is small and therefore no provision in reserves is made for this.
54. There is a greater risk of delays in the delivery of savings, particularly in relation to some of the larger complex invest to save schemes such as Athena. Again the Force have a good track record in meeting savings targets and would in any event cover any shortfall from in year underspends. While no presumption of in-year underspending should be made because, having agreed the budget the PCC authorises its spending, history suggests that the Force has consistent delivery of underspending. This is typical of organisations with strong budget management arrangements. It should be noted that the PCC is maintaining the £3.5m contribution from reserves to support the budget in 2018/19. This continues the commitment made by the PCC in last year's budget and enables the Force to smooth its savings proposals over the medium term. Therefore no provision in reserves is made for this risk.
55. The government's planned review of the formula for distributing the national pot of general police grants between forces is now on hold and is unlikely to be reviewed until the new CSR period. As has been stated in previous budget reports this could be a significant risk on the funding received by Kent particularly in the latter years of the Medium Term Financial Plan. However, due to the decision to place this on hold and the unknown timing of any review and implementation of the formula there is no requirement to have some protection against this risk and therefore no provision in reserves has been made.
56. The Government is currently planning for the replacement of the Emergency Services Network (ESN). This is the communication network for all emergency services with the police service being the largest user and therefore the largest financial contributor. The initial estimated capital investment is £1bn, with expected revenue savings of £350m. This implementation of the new network has been delayed and has an impact on local forces. The delay in implementation incurs additional costs to policing and it is not yet clear where these additional costs will fall, either at a national or local level. At a local level some estimates put the additional cost to Kent in the region of £7m. A cost of this magnitude would be a significant pressure for Kent. Any additional revenue costs would be met either from further efficiencies or through the use of reserves. Any additional capital costs would be met through the use of reserves or in exceptional circumstances authorised borrowing. The uncertainties regarding the timing of the implementation of ESN, the level of costs to be incurred and the mitigation included above means that no provision is included within reserves in this budget and Medium Term Financial Plan.
57. At the time of the budget we have assumed pay awards are capped at 2% for the four years 2018/19 to 2021/22 and an average 1% for increments. For non-pay we are assuming general inflation at 2% for all four years. We have been prudent in our assumptions. The key assumption on grant resources is the provisionally announced flat cash settlement in general grant for 2019/20 and it is presumed that this will remain over the medium term. Beyond the precept announced for 2018/19 it is assumed precept limits will return to historic levels of 2% in line with inflation forecasts.
58. A significant element of total reserves is the capital and revenue investment reserve built up from accumulated underspends and accumulated capital receipts. This reserve, in conjunction with targeted capital receipts, is vital to help finance the major planned capital spend by the Chief Constable of £52.3m over the next 4 years. The increased demand for capital investment coupled with the reducing ability to produce capital receipts means that the investment programme for 2018/19 and future years has been capped at £15m. Even with this the reserve is reduced to £1.3m at the end of 2021/22. There is a risk that the PCC may have to borrow to fund the capital programme at some point from 2022/23 onwards leading to debt charges falling on the revenue account and having to be financed from further operational savings.

59. The Investment programme is focused on IT. One area of IT is the introduction of software as a service. This is where software providers are moving away from a one-off cost to purchase software to an ongoing annual licence. This necessitates a change in funding from capital to revenue. This may remove some pressure from the capital budgets but adds pressure to our revenue budgets. At the current time it is unclear how much of an impact this will have and when, so no provision in reserves is held, but this will be monitored.
60. Currently there is no clear view as to what Brexit will look like or the impact that it will have on policing and in particular Kent as the gateway to Europe. The PCC and the Force are actively engaging with the Home Office to ensure Kent's voice is heard in the discussions and to take advantage of any funding opportunities should they arise.
61. The Force and the OPCC maintain active risk registers and associated risk management processes for operational and management risks which are monitored by the Independent Joint Audit Committee. As well as the financial challenges described above, many of the key risks inevitably fall on the Force, rather than the OPCC, from both existing and newer threats. Examples of the latter include the local response to counter terrorism threats, CSE, organised crime and cybercrime. Within the OPCC, ongoing strategic risks relate to ensuring the core statutory functions of the PCC are met; this includes overall financial governance and value for money.
62. Overall, I have considered the level and need of reserves against the strategic risk registers of the Force and the OPCC. On the whole, existing reserves are sound and in each case I am satisfied that they are prudent and appropriate after consideration of the latest key risk assessments. I am satisfied that the estimates have been drawn up in a robust way, recognising that medium term forecasts beyond 2018/19 will inevitably carry more uncertainty. I am also satisfied that the operation of internal and external audit and the operation of financial controls are sound. Regular monitoring and review of delivery plans and active risk management, including via the Independent Joint Audit Committee, remain vital parts of the local governance arrangements.

Rob Phillips  
Chief Finance Officer  
Office of the Kent Police and Crime Commissioner  
February 2018

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**Supporting information:**

- Annex 1 – Summary of Medium Term Plan, 2017/18 to 2021/22  
Annex 2 – Summary of Reserves Position  
Annex 3 – Summary of Capital Programme to 2021/22

## Summary of Medium Term Plan, 2017/18 to 2021/22

	Budget 2017/18	Inflation or Growth	Savings	Proposed Budget 2018/19	Inflation or Growth	Savings	Forecast 2019/20	Inflation or Growth	Savings	Forecast 2020/21	Inflation or Growth	Savings	Forecast 2021/22
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Expenditure</b>													
Pay (Officers and Staff)	250.7	6.2	-0.2	256.7	7.1	0.0	263.8	7.9	-1.6	270.0	8.1	-1.5	276.6
Overtime	5.3	0.0	0.0	5.3	0.1	0.0	5.4	0.2	0.0	5.6	0.2	0.0	5.8
Premises Related	20.9		-0.3	20.6	0.6	0.0	21.2	0.4	0.0	21.6	0.4	0.0	22.1
Transport	6.5		-0.3	6.2	0.2	0.0	6.4	0.1	0.0	6.5	0.1	0.0	6.6
Other non pay costs including IT, supplies etc.	28.9	5.5	-1.2	33.2	1.7	0.0	34.9	0.7	0.0	35.6	0.7	0.0	36.3
New Horizon		5.8		5.8	0.3		6.1	0.5		6.6	0.4		7.0
Cost of the OPCC	1.5	0.0	-0.2	1.3	0.0	0.0	1.3	0.0	0.0	1.3	0.0	0.0	1.3
Commissioning and Victim Services	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	4.2
<b>Total Gross Spending on Police and Commissioning</b>	<b>318.0</b>	<b>17.5</b>	<b>-2.2</b>	<b>333.3</b>	<b>10.0</b>	<b>0.0</b>	<b>343.3</b>	<b>9.8</b>	<b>-1.6</b>	<b>351.4</b>	<b>9.9</b>	<b>-1.5</b>	<b>359.9</b>
<b>less Income:</b>													
Specific Grant - Victims Funding	2.1	0.0	0.0	2.1	0.0	0.0	2.1	0.0	0.0	2.1	0.0	0.0	2.1
Specific Grants - Counter Terrorism	12.2	0.7	0.0	12.9	0.3	0.0	13.2	0.2	0.0	13.4	0.3	0.0	13.7
Locally Generated Income	17.6	2.4	0.0	20.0	0.6	0.0	20.6	0.3	0.0	20.9	0.1	0.0	21.0
Contribution from Reserves - new policies	5.1	7.9	-5.1	7.9	0.0	-3.8	4.1	0.0	-1.3	2.8	0.0	-1.3	1.5
<b>Net Spending</b>	<b>281.0</b>	<b>6.5</b>	<b>2.9</b>	<b>290.4</b>	<b>9.1</b>	<b>3.8</b>	<b>303.3</b>	<b>9.3</b>	<b>-0.3</b>	<b>312.3</b>	<b>9.5</b>	<b>-0.2</b>	<b>321.6</b>
<b>Savings Required</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-9.7</b>	<b>-9.7</b>	<b>0.0</b>	<b>-5.8</b>	<b>-15.5</b>	<b>0.0</b>	<b>-5.9</b>	<b>-21.4</b>
<b>Total Net Spending after savings</b>				<b>290.4</b>			<b>293.6</b>			<b>296.8</b>			<b>300.2</b>
<b>Funding:</b>													
General Policy and Legacy Council Tax grants	183.8	0.0	0.0	183.8	0.0	0.0	183.8	0.0	0.0	183.8	0.0	0.0	183.8
Estimated Council Tax Surplus	1.6	-0.1	0.0	1.5	-0.4	0.0	1.1	-0.1	0.0	1.0	0.0	0.0	1.0
Council Tax Precept	95.6	9.5	0.0	105.1	3.7	0.0	108.8	3.3	0.0	112.1	3.4	0.0	115.4
<b>Total Net Financing</b>	<b>281.0</b>	<b>9.4</b>	<b>0.0</b>	<b>290.4</b>	<b>3.3</b>	<b>0.0</b>	<b>293.6</b>	<b>3.2</b>	<b>0.0</b>	<b>296.8</b>	<b>3.4</b>	<b>0.0</b>	<b>300.2</b>
Council Tax Base	608266			621225.0			630543			636849			643217
<b>Band D Precept</b>	<b>157.15</b>			<b>169.15</b>			<b>172.52</b>			<b>175.95</b>			<b>179.45</b>
<b>£ Increase in Precept</b>	<b>5.00</b>			<b>12.0</b>			<b>3.37</b>			<b>3.43</b>			<b>3.50</b>
<b>% Increase in Precept</b>	<b>3.3%</b>			<b>7.6%</b>			<b>2.0%</b>			<b>2.0%</b>			<b>2.0%</b>
% Growth in Tax Base	2.0%			0.0			1.5%			1.0%			1.0%

## Summary of Reserves Position

	2017 £m	2018 £m	2019 £m	2020 £m	2021 £m	2022 £m	Reason	Planned Use
General	5.60	8.80	9.10	9.30	9.60	9.60	3% of NRB. Held to mitigate against unknown and unexpected events. Will fund Operation Stack, public order, major investigation costs that are not expected or to fund initial costs of major disruption/ disaster response (i.e. flooding) before applying for Bellwin Scheme	This is the minimum level of reserves we would be expected to hold. Therefore there is no planned use of these reserves. However, the increase in the net budget means this reserve will increase over the medium term.
Funding Volatility	6.00	4.20	0.00	0.00	0.00	0.00	Policing receives one year settlements. This makes it difficult to forecast future spending levels. The last few years have also included the Home Office re-working the funding formula for Police Funding which has yet to be implemented which may impact on our level of funding. There are also unknown costs from national projects that may fall on the policing budget (such as ESN) either as a direct cost or as a top slice from government. This reserve is held to help mitigate any sudden unexpected changes in funding levels.	This reserve is planned to be used during 2018/19 for supporting the budget.
Insurance	3.10	3.10	3.10	3.10	3.10	3.10	This reserve is held to cover our potential liabilities in any insurance claim. In order to keep our insurance premiums at a reasonable level we self insure to a significant degree. This level is suggested by our Insurance advisors as an appropriate amount to keep in reserve should we incur a large insurance claim.	This is the minimum level of reserves we have been advised to hold by our advisors. There is no planned use of this reserve as it mitigates against large insurance claims of which we currently do not have any. Therefore there is no planned use of these reserves over the medium term. This may fluctuate over the medium term depending on our advisors advice
Change Management	17.00	10.79	6.21	3.11	0.11	0.00	With changing demand and resourcing levels the Force are undergoing significant change. This reserve is help to fund projects that will enhance policing in Kent and provide financial savings to the organisation. It helps mitigate the impact of redundancies and ill-health retirements on the ongoing revenue budget. This reserve also funds our partner authorities in their attempts to increaser the tax base and reduce fraud in council tax collection.	This fund will be used over the medium term to cover estimated costs of ill health and redundancies, investment into recruiting new police officers and assisting our partners in increasing the council tax base and reduce fraud,
Investment Reserve	28.90	17.17	20.49	7.76	8.78	1.26	This reserve funds the capital and revenue investment in our investment programme.	This reserve is planned to be used over the medium term. It will fund the investment programme for Kent Police.
Police and Crime Commissioner	0.00	0.00	0.20	0.10	0.00	0.00	This reserve holds funds set aside from the PCCs budget to fund innovative projects to help transform policing and fund local PCC priorities	This is planned to be used on supporting the recruitment of police officers.
POCA	0.90	0.90	0.90	0.90	0.90	0.90	Proceeds of Crime Act reserve is a reserve for the portion of the Proceeds of Crime that Kent Police receive under the act. This can be used to fund our POCA investigators and to fund community projects through the Property Fund.	There are currently no definite plans for this reserve so it has been set aside to cover any shortfall in funding for our POCA investigators
<b>Total Reserves</b>	<b>61.50</b>	<b>44.96</b>	<b>40.00</b>	<b>24.27</b>	<b>22.49</b>	<b>14.86</b>		

## Summary of Capital Programme to 2021/22

	2018/19	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m	£m
<b>IT Related</b>					
Athena	2.5	0.0	0.0	0.0	2.5
Emergency Service Network & ICCS	0.8	5.3	0.0	0.0	6.1
Channel Shift Programme	0.1	0.3	0.0	0.0	0.4
Infrastructure Modernisation	3.0	0.3	9.4	3.2	15.8
Mobile Working	1.2	2.5	1.2	0.1	4.9
Back Office systems, MS Office, SAP etc.	0.2	0.0	0.0	0.0	0.3
Specialist Business Systems	0.8	1.3	0.1	0.1	2.2
Multi-media evidence and capture	1.5	0.5	0.2	0.0	2.2
<b>Total IT Related</b>	<b>10.0</b>	<b>10.2</b>	<b>10.9</b>	<b>3.3</b>	<b>34.5</b>
<b>Estates</b>					
Force HQ Renewal Works	0.3	0.0	0.0	0.0	0.4
Site Upgrades incl. DDA	0.4	0.1	0.0	0.0	0.5
Major Build Schemes	0.4	1.4	1.0	1.0	3.7
Security Upgrades	0.4	0.0	0.0	0.0	0.4
Environmental Works	0.3	0.3	0.0	0.0	0.5
Structural Maintenance - emergency provision	0.2	0.0	0.0	0.0	0.2
<b>Total Estates Related</b>	<b>1.9</b>	<b>1.7</b>	<b>1.0</b>	<b>1.0</b>	<b>5.7</b>
<b>Total Vehicle Replacement Programme</b>	<b>1.9</b>	<b>1.6</b>	<b>1.6</b>	<b>1.5</b>	<b>6.6</b>
<b>Total ANPR related*</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.4</b>	<b>1.8</b>
<b>Total Plant &amp; Equipment Replacement</b>	<b>0.7</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>3.7</b>
<b>Grand Total - New Approvals</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>7.3</b>	<b>52.3</b>

\* Automatic Number Plate Recognition

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## **Kent and Medway Police and Crime Panel Annual Report 2017**

### **Introduction**

1. This report summarises the work of the Panel during 2017. It follows annual reports that have been produced every year since the Panel was established in November 2012.

### **Meetings**

2. During the year the Panel met 5 times and the Complaints Sub-Panel met once. The Chairman also met with the Commissioner to assist and support the smooth running of Panel business.
3. An informal briefing for Panel members with the Chief Constable took place in October, at which the Chief Constable explained the new policing model and other work of the Force and engaged in discussion with Panel members about policing in Kent and Medway. The Commissioner was present and Panel members found this to be a very useful meeting and it is scheduled to be repeated in 2018.
4. Panel members also met informally to review their effectiveness and to consider ideas for ways of doing business in the future.

### **Panel business**

5. The Panel met its statutory duty in February to consider and make recommendations on the Commissioner's draft "Safer in Kent: The Community Safety and Justice Plan 2017-21" (the name the Commissioner gave to his Police and Crime Plan) and his proposed budget and precept. The Panel supported the Plan and asked that the wording be amended to make clear his ownership of the plan. The Commissioner subsequently made the change recommended by the Panel.
6. The Panel unanimously approved the Commissioner's proposed 3.3% precept increase, noting that this proposal had received general support in the Commissioner's consultation exercise. The Panel noted that this increased precept would enable the Chief Constable to increase the number officers by about 80 and to maintain the number of PCSO's at the current level. The Panel sought and received an assurance that the planned use of £5.1m reserves would be replenished if underspending arose but noted the intention to reduce reserves to around £20m by 2021/22.
7. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2016/7. The Panel subsequently noted the Commissioner's accounts for 2016/17.
8. The Commissioner has placed a strong emphasis on mental health in his plan and the Panel received updates on his work at every meeting except one.

9. The Panel received 2 reports from the Commissioner on the establishment of a volunteer Police Cadet Scheme and were pleased to note that it is now operating in parts of Kent with an intention to expand.
10. The Panel were disappointed to see the HMIC report on Crime Recording accuracy which rated the Force as "Required Improvement" - a decline from its previous high standard - and asked for a report from the Commissioner. The Panel noted the actions the Force had taken to improve the accuracy of crime recording and the steps the Commissioner was taking to exercise oversight of the Force's actions. The Panel asked for a further report once HMICFRS have re-inspected.
11. By contrast the Panel asked for a report on the HMIC report on Vulnerability and was pleased to note the improved assessment of "Good" by HMIC.
12. The Commissioner's Plan placed emphasis on continued public engagement and also on developing opportunities for the future so the Panel asked for progress reports on both these items during the year. The Panel was pleased to note the Commissioner's continued high level of public engagement and also that many of the ideas for the future were being actively pursued.
13. New legislation gave opportunities for Police and Crime Commissioners to take an increased role in the governance of the Fire and Rescue Service. The Commissioner reported to the Panel that he had decided to opt for taking a seat on the Kent and Medway Towns Fire and Rescue Authority, but that a minor change to legislation was necessary before he could become a voting member. In the meantime the Commissioner reported that he was attending meetings of that Authority. The Panel was supportive of the decision to adopt this role rather than any of the other options permitted by legislation.
14. The Panel was also given a detailed update on the Government proposals to give Police and Crime Commissioners an enhanced role in the police complaints process. The Commissioner advised the Panel that the proposals had yet to be translated into legislation and that, although he had been given a report setting out the business case for each option he did not intend to make a decision until Government plans became clearer, The Panel noted this position.
15. "Questions to the Commissioner" continued as a regular item at each meeting. The Panel welcomed the Commissioner's willingness to answer questions, of which he had been given prior notice. The agenda item continues to provide a greater opportunity for Panel members to raise issues with the Commissioner that do not form part of his formal reports.

## **Complaints**

16. The Panel received a report on complaints against the Commissioner and noted that, as in every previous year, the number of complaints was very low. The Panel noted that one had been partially upheld and that the Commissioner had taken the action recommended by the Panel in response to the complaint.

## **Commissioner's decisions**

17. The Commissioner met his responsibility to inform the Panel of decisions of significant public interest at each meeting. The Commissioner provided the Panel with a clear statement of the business case and reasons for his decisions which the Panel found very helpful. The Commissioner also published details on his website of expenditure in excess of £500 and continued to provide reports to the Panel drawing attention to some of these items and their significance. The Panel asked, and the Commissioner agreed, that his report should include items suggested by Panel officers.

## **Regional and National Contacts**

18. During the year the Vice-Chair and officers continued to attend meetings of the Eastern Regional Network of Panel Members and officers to exchange views and ideas of Panel activity and ways of operating. There were suggestions from several Panels that there would be benefit in establishing a national association of Police and Crime Panels to provide a national voice alongside similar ones for Police and Crime Commissioners and Police and Crime Commissioners' Chief Executives. The Panel did not favour such an association and suggested that a "Special Interest Group" of the Local Government Association might be a more straightforward way of establishing a national voice for Panels. This suggestion received widespread support from other Panels and the Group is expected to be formed in 2018.

## **Panel terms of reference**

19. The Panel's terms of reference require them to be reviewed annually. It is considered convenient to do this at the same time as the Panel reviews its work over the past year. No changes to the terms of reference are proposed at this time. The full terms of reference can be found by following this [link](#).

## **Panel membership**

20. Following District and County Council elections in June 2017, Panel membership was reviewed to ensure geographic and political balance as required by legislation. As a result, a seat was given to the Conservative Group (KCC).

## **Panel budget**

21. The Panel's terms of reference also require the Panel to review its budget on an annual basis. Finance for the Panel's work comes from an annual Home Office grant which has been constant at £63,340 since the Panel was established and is likely to be the same in 2018/19. In 2014/15, expenditure was £30,344; in 2015/16 it was £30,859, and in 2016/17 it was £29,730. Expenditure consists of reimbursement of Members' expenses and the cost of administrative and policy support to the Panel. It estimated that the outturn for 2017/18 will be similar - approximately half of the grant. The Panel can therefore be assured that its costs are contained well within the money provided by the Home Office.

## **Conclusions**

22. This year the Panel's relationship with the Commissioner, elected in May 2016 has continued to develop. As a result of his Safer in Kent Plan, members now have a detailed document against which to review and report on delivery of his vision for policing and criminal justice in the coming years. The Panel is pleased that he continues to engage constructively at meetings and that he is content for Panel members to enhance their understanding of policing by informal engagement with the Chief Constable.

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

**Police and Crime Panel Forward work programme (as at 8<sup>th</sup> February 2018)****25<sup>th</sup> April 2018**

999 and 101 service	Requested by Panel members	PCC
Road traffic policing	Requested by Panel	PCC
Mental Health update	Proposed by PCC	PCC

Meeting to be followed by an informal meeting with the PCC.

**19<sup>th</sup> July 2018**

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC, policy review and Government intentions to amend the system	Requested by Panel	Panel officers
PCC's Annual report 2017/18 (including financial information)	Statutory requirement	PCC
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Mental Health - verbal update	Proposed by PCC	PCC
New policing model - progress report	Requested by Panel	PCC

**27<sup>th</sup> September 2018**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Crime data integrity - outcome of follow-up inspection	Requested by Panel	<b>PCC</b>

Mental Health - verbal update	Proposed by PCC	PCC
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### 14<sup>th</sup> November 2018

Subject	Reason for report	Author
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Victim Satisfaction	Requested by Panel	PCC
Mental Health - verbal update	Proposed by PCC	PCC

### 6<sup>th</sup> February 2019

Refreshed Safer in Kent plan 2017/20	Statutory requirement	PCC
Budget and precept proposal 2018/19	Statutory requirement	PCC
Panel Annual report	Requested by Chairman	Panel officers
Mental health update	Proposed by PCC	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes