

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** on **Wednesday, 6th February, 2019, at 2.00 pm** when the following business will be transacted

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

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

Membership

Councillor 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	Folkestone and Hythe District Council
Councillor Alan Horton	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Nicolas Heslop	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Cllr Ann Napier	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 14 November 2018 (Pages 3 - 10)

B - Statutory Requirements

- B1 Draft refereshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and Precept proposal for 2019/20 (Pages 11 - 76)

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

- C1 Crime Data Integrity (Pages 77 - 80)
- C2 Mental Health - verbal update
- C3 Brexit - verbal update

D - Panel Matters

- D1 Panel Annual Report (Pages 81 - 84)
- D2 Future work programme (Pages 85 - 86)

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

Tuesday, 29 January 2019

KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber - Sessions House on Wednesday, 14 November 2018.

PRESENT: Mr P M Hill, OBE (Chairman), Mrs E Bolton, Cllr B Bradford, Cllr J Burden, Cllr M Dearden, Cllr F Gooch, Ms S Hamilton, Cllr R Hogarth (Substitute for Cllr P Fleming), Cllr MJ Holloway, OBE, Cllr A Horton, Cllr M Rhodes (Substitute for Cllr N Heslop), Cllr H Tejan and Cllr P Todd

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 J Cook (Scrutiny Research Officer) and Mrs A Taylor (Scrutiny Research Officer)

UNRESTRICTED ITEMS**293. Introduction/Webcast Announcement**

(Item 1)

The Chairman stated that it was with great regret that he noted the very sad passing of Mike Campbell, the Panel's Policy Officer; he offered his and the Panel's condolences to Mike's family.

Mike had been involved with the Panel for many years and was an invaluable source of advice and support.

The Commissioner also offered his sympathies and condolences to Mike's family. Mike was a tremendous public servant who had provided fantastic support to the Commissioner's Office and the Panel.

294. Membership

(Item 2)

1. The Clerk stated that Cllr Ann Napier had replaced Dr Eddy on the Kent and Medway Police and Crime Panel.

2. The Commissioner paid tribute to the contribution Dr Eddy had made to the Panel.

295. Minutes of the Police and Crime Panel held on 27 September 2018

(Item 5)

RESOLVED that the minutes of the meeting held on 27 September 2018 were a correct record and that they be signed by the Chairman.

296. Update on PCC's Expenditure to Support the Police and Crime Plan

(Item B1)

1. The Commissioner introduced this item which updated Members on the PCC's expenditure to support the Police and Crime Plan. The report outlined ways in which the Commissioner sought engagement and partnership working to keep Kent a safe place to live.

2. In relation to advertisements, the Commissioner had, in a bid to increase the number of people responding to the Annual Policing Survey, placed full page adverts in six local authorities' magazines which were delivered to households free of charge. The advertisements did not increase the level of engagement to the extent the Commissioner would have liked, and he commented that whilst the exercise provided valuable feedback, it probably didn't provide value for money so would not be repeated in the same way next year. A Member recommended that the design of publications be reviewed; the Commissioner explained that the aim was to have a simple advert that people would engage with, however he took on board the comments of Members.

3. In relation to Commissioned Restorative Justice (RJ) Services, the Commissioner explained that this was a way in which victims could engage with offenders to support the repairing of harm caused enabling both parties to move forward in a positive way. The value of the commissioned contract was £46,000. A Member mentioned the small number of people (15%) quoted in the report who would not recommend RJ to others. The Commissioner said he would report back to Members on the satisfaction rate locally.

4. Regarding Chaplaincy, this provided a valuable service to police forces and the Commissioner was pleased to support the chaplaincy service.

5. In relation to CrimeStoppers Trust, this charity did an excellent job allowing people the opportunity to report crime anonymously, by phone and online, 24/7, 365 days a year. The Chairman asked whether the Commissioner was content that CrimeStoppers received enough funding. The Commissioner regularly engaged with CrimeStoppers and said the issue of funding was difficult, but he had increased funding this year in recognition of their important work. CrimeStoppers also relied on support from other areas and it was hoped that in future it would be possible to find other ways in which to support them.

6. In response to a question about crime recording accuracy, the Commissioner reassured Members that the Kent Police crime and incident recording team reviewed all reports from CrimeStoppers to determine if a crime should be recorded. In relation to concerns around the disproportionately high number of Black, Asian and Minority Ethnic Communities using CrimeStoppers, the Commissioner confirmed that the Force was trying to address this.

RESOLVED that the Panel note the Commissioner's update on expenditure to support the Police and Crime Plan.

297. Progress on Recruiting and Deploying Additional Officers *(Item B2)*

1. The Commissioner explained that Kent Police was required to find over £9million in cost savings this year, irrespective of the precept level set by the

Government. There was some flexibility in setting the precept, equivalent to £1 per month for a Band D property, and this combined with the cost savings, savings made in the OPCC, and the use of some reserves gave the Chief Constable the ability to recruit up to 200 additional officers and over 80 police staff in 2018/19. The Force had seen positive results in terms of the numbers of people going through the recruitment process. The Commissioner said the Force was hopeful it would be in a position to announce the recruitment of the additional 200 officers, making a total of 400, by January 2019.

2. There had been an increase in female recruits and these now made up 38% of new officers. There had also been an increase in the number of Black, Asian and Minority Ethnic recruits, but the drive continued to better reflect the population the Force served.

3. The Commissioner had worked hard to publicise the Force's recruitment drive, holding a blue lights jobs fair and visiting diverse communities to encourage applications from all backgrounds.

4. A Member commented on the variety of activities that the Commissioner had been involved in to publicise the recruitment campaign and asked what had been most productive? The Commissioner explained that it was difficult to quantify what had worked, one individual action might have led to several different outcomes. The Commissioner considered that people appreciated the personal touch such as the blue light jobs fair which was attended by residents from all over Kent.

5. Referring to para 9 of the report, Members considered that Kent Police was not representative, particularly from Black, Asian and Minority Ethnic (BAME) communities. A Member asked how the additional officers had made a difference across Kent. The Commissioner explained that he was confident that the Diversity Inclusion Team was making progress with different groups to encourage applications from all backgrounds. The Commissioner agreed to circulate information outside the meeting relating to BAME applications vs officers appointed.

6. A Member commented that a prime area for recruitment was the military; they asked if it was possible to join the Force with visible tattoos and whether there were height restrictions and eyesight requirements? The Commissioner confirmed that it was possible to have tattoos and join, but they would be assessed and should not depict violent imagery or be where they can't be covered up, such as on the face, neck and hands. There were no height restrictions on joining but applicants did undertake health screening and were required to pass a fitness test. The Commissioner stated that his priority was to boost policing numbers, however he was concerned over the available funding if the Government didn't make the right choice over Police Pension payments.

7. The Commissioner commented that if changes to police recruitment required all applicants to have a degree it would limit opportunities for developing a diverse workforce and certainly have hampered the Force's recruitment this year. Policing has changed, and with emerging challenges such as cybercrime there was a need to have a balanced workforce.

8. One Member asked for further information about where the additional resources were to be placed? The Commissioner explained that some of the

additional officers were to be placed in the rural policing team and some in the Roads Policing Unit (an additional 7 to their current 91). Recruitment was currently open for a new Crime Squad to deal with volume and serious crime and also Sexual Offences Liaison Officers. Over half of new recruits were being placed in local policing roles, including Response, Community Policing and Vulnerability Investigation Teams.

9. A Member asked about the timeline from application to initial deployment and also the cost of the recruitment process. The Commissioner explained that the team had been looking at ways to speed up the recruitment process and it now took approximately four months for an individual to start with the Force. Officers spent 19 weeks at Kent Police College, 10 weeks on Division for investigatory training, and were then deployed. The length of the application process had been halved but there was a standard training programme before officers went out on the streets.

10. In response to a question the Commissioner said he would report back to Members on the costs of the recruitment process. The drop out rate of applicants was low.

RESOLVED that the Commissioners progress report on recruitment of additional police officers be noted.

298. 999 and 101 Service - Improvements Following Recruitment *(Item B3)*

1. The Commissioner reported that in his view the performance of the 101 service in the past had not been good; he added that this had also been the view of Panel Members and members of the public. However, through a number of interventions, performance this financial year had improved.

2. There had been a review of business practices within the Force Control Room (FCR) which had been undertaken by consultants. There had been engagement with staff to understand how best to deploy resources to ensure times of peak demand were effectively covered. In addition there were now extra people working in the FCR. The online reporting system was also beneficial, and whilst it was accepted that this may not work for everyone, the Force was starting to see more incidents being reported online.

3. The Commissioner commended the team which had done a fantastic job at improving the 101 service, and said he would continue to hold the Chief Constable to account to ensure progress was sustained.

4. A Member commented on the excellent progress of the 101 service, however had concerns over the high staff turnover and asked the key reasons for people leaving the FCR? The Commissioner commented that there were 3 key reasons why people left the FCR:

- a. Recruitment - in some cases the FCR was used as an access point to join as a police officer or to move onto other roles within the organisation.
- b. It was a competitive market in Kent and there were a number of similar roles available elsewhere.
- c. Work in the FCR could be antisocial with long and anti-social shifts.

5. The Chairman commented that it was an encouraging report, and asked if the improvement was sustainable? The FCR was enormously important for public confidence. The Commissioner stated that he believed it was sustainable as there was lots of investment going into the FCR and there were no plans to put the progress at risk.

RESOLVED that the Panel note the Commissioners 999 and 101 update report.

299. Mental Health Verbal Update

(Item B4)

1. The Commissioner gave the Panel an update regarding Police involvement on mental health issues. He was pleased that the Panel continued to maintain an interest in the mental health agenda. The Home Office had published the latest national statistics on the number of people detained under the Mental Health Act which showed an increase on last year. The use of police cells to detain people had fallen substantially in recent years. Nationally, where recorded, 55% of those detained were male, 95% were over the age of 18. In terms of ethnicity 86% identified as white, 6% Black and 4% Asian.

2. In 52% of cases a police vehicle was used to transport someone to a place of safety under the Mental Health Act, rather than an ambulance.

3. The Chairman asked about the capacity of other agencies, and whether it was increasing? The Commissioner commented that some of the work undertaken locally with Kent & Medway NHS & Social Care Partnership Trust was positive, it was broadly better than it had been in the past. The significant challenge continued to be in A&E with mental health patients waiting an average of 8.5 hrs for clearance or treatment. Between May – Sept 2018 this average was based on 328 occurrences, with at least two police officers present each time. There were no current plans to increase the number of S136 suites in Kent. There was hope that additional money could be found in the budget for crisis care, investment for preventative schemes and treatment was also essential, the lack of preventative services was a problem.

RESOLVED that the Panel note the Commissioners Mental Health verbal update.

300. Sale of Police buildings

(Item C1)

1. A Member asked whether all the communities affected by the 'Sale of Police Buildings' decision had had the benefit of a visit from the Police and Crime Commissioner? The Commissioner had invited district and county councillors and MPs to make them aware that this was due to take place. There was an opportunity to see the Commissioner and ask questions.

2. The Commissioner explained that none of the buildings, with the exception of Deal, could be considered a police station, none had front counter services and they were just being used as a base for a Police Community Support Officer (PCSO). He added that in a number of the locations, PCSOs would now be based in local fire stations, and the buildings would have Kent Police branding added. In response to a comment, the Commissioner accepted that there might be a perception of a

diminishing service, but the PCSOs would remain in the area with a local base. The Commissioner confirmed that no access to the public meant that there was no front counter.

RESOLVED that the Panel note the Commissioner's decision – Sale of Police Buildings.

301. Future work programme *(Item D1)*

1. The Chairman explained that the February 2019 meeting would look at the Budget Proposals and the Commissioner's Plan. Last year the Commissioner's Office had held an informal meeting with Members in advance of the meeting – it was considered that this was very useful and in response to a request from the Chairman the Commissioner agreed to facilitate an informal meeting again in January 2019.

RESOLVED that the Panel note the future work programme and look forward to details of the informal meeting in January 2019.

302. Questions from Panel Members for verbal response from PCC *(Item E1)*

Question 1: "Despite assurances that Officer numbers are now increasing again (circa 3400 at present with a target of 3452) and that sickness absence in the Force is low, there remains a perception that fewer Officers now patrol the streets and that 'low level' reported crimes are not investigated thoroughly even when the victim feels the matter is important. These anecdotal concerns are raised with local Councillors such as myself.

With the above in mind, could the Commissioner reassure the Panel that appropriate measures are being taken to hold the Chief Constable to account for delivering the Police and Crime Plan as part of an effective and efficient Force, which includes provision for visible neighbourhood policing and reasonable investigation of reported crime?" (Cllr Malcolm Dearden).

1. The Commissioner appreciated that this perception might exist, but did not believe that this was always fair. Every crime that was reported to Kent Police, that was their responsibility, was investigated. This was either through the Investigation Management Unit or by individual teams in the local area. The new policing model was implemented to support visible policing, local policing teams were retained along with Community Safety Units and 204 PCSOs to work within local communities. The Commissioner outlined a number of mechanisms by which he held the Chief Constable to account. There was still some way to go and it was hoped that the recruitment of additional officers would help to improve the perception.

Question 2: Chief Constable Sara Thornton, Chair of the National Police Chief's Council opened the Association of Police and Crime Commissioners' conference on 1 November. She said that forces are too stretched to deal with "desirable and deserving" issues, such as logging gender based hate crimes and "wants us to solve more burglaries and bear down on violence" and "refocus on core policing"

As well as being a member of the Police and Crime Panel I am also the Vice Chair of the Independent Police Advisory Group. I sit on the Force's Hate Crime Forum and much good work is being carried out to address hate crime in the county.

In Kent violent crime and hate crime are increasing. What ways does the Police and Crime Commissioner ensure that the Chief Constable has the right balance between policing violent crime and hate crime, especially as one of Kent Police's priorities is to "Put victims and witnesses first" (Mrs Elaine Bolton).

2. The Commissioner offered assurance that despite Sara Thornton's comments Kent Police did consider hate crime to be an important issue and continued to investigate hate crime and provide reassurance to local communities.

3. The Commissioner considered that the debate was now around issues such as misogyny which some police forces were trialing logging as if it was a crime. Police Chiefs did not believe that misogyny should be added as a hate crime currently, but the Commissioner felt that this should be reviewed.

RESOLVED that the Commissioner's answers to the questions be noted.

303. Dates of meetings in 2019/20
(Item F1)

RESOLVED that the dates of meetings in 2019/20 be noted.

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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 2019/20 precept proposal
Date: 6 February 2019



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 and witnesses, 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 accordance with the PRSRA 2011, the PCC is committed to consulting with victims and the wider community and to keeping the plan under review, particularly in light of changes to the Strategic Policing Requirement (SPR) and/or recommendations made by the Police and Crime Panel. More formally, the PCC has determined that the plan will be refreshed annually; the latest version was published in April 2018.
10. Attached as Appendix A is the 2019 refreshed version of '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. 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 PCC (OPCC) until March 2021, as well as setting the strategic direction for policing and community safety in the county.

12. In approaching each refresh, the PCC is committed to positively encouraging 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 formal consultation in the summer of 2018.
13. The PCC's Annual Policing Survey was launched in June 2018 and closed in December 2018. A total of 1,400 residents completed the survey; a slight drop in responses compared with the previous two years, but still statistically significant at the 95% confidence level (a commonly accepted level of probability).
14. The primary aim of the survey was to reach out to residents and offer them the opportunity to answer five key questions. The questions are shown below, along with a precis of the results:
- How safe do you feel where you live, on a scale of 1 to 10? (1 = very unsafe / 10 = very safe)
 - *On average residents across Kent and Medway feel 6.5/10 safe where they live.*
 - The PCC is responsible for the Kent Police budget of £333.3m for 2018/19, or roughly £185 per person in the county. On a scale of 1 to 10, do you think the services you get represent value for that £185? (1 = very poor value for money / 10 = excellent value for money)
 - *On average, residents across Kent and Medway rate the services they receive 5.0/10 for value.*
 - In your view, what one type of crime or anti-social behaviour does your local area have the biggest issue with?
 - *Responses broadly represented 28 different issues, with the top five being:*
 1. *Anti-social behaviour, including vandalism*
 2. *Substance misuse, including alcohol and drugs*
 3. *Burglary or theft*
 4. *Groups of young people congregating (not necessarily committing any offences)*
 5. *Speeding*
 - Tell us one thing you think Kent Police does really well...
 - *Responses broadly covered 10 different elements of policing, with the top three being:*
 1. *Fighting crime generally and keeping people safe*
 2. *Responding to emergency calls*
 3. *Public engagement, including at events and in schools*
 - Tell us one thing you think Kent Police could do better...
 - *53% of responses referred to a desire for more police officers and/or more visible patrols*
15. In a change to previous years, and in a bid to increase the number of responses, the PCC invested a modest amount of money in print and digital advertising. This included placing full page adverts in six local authorities' magazines which were delivered to households free of charge.
16. Also, for the first time respondents were asked to specify where or how they heard about the survey. This data will be used to assess the effectiveness and value for money provided by each advertisement or other publicity method to support future engagement.
17. A report outlining the survey methodology, as well as providing the full survey results is attached as Appendix B.
18. It should be noted that the survey formed only one element of the consultation. It also took account of feedback received throughout the year, including at public 'Street Stalls', visits to community organisations, engagement with partners, correspondence received by the OPCC, and other inputs such as the SPR, emerging local threats and national guidance.
19. In addition, the National Rural Crime Network conducted the Rural Crime Survey 2018 in order to better understand the true picture of crime and anti-social behaviour in rural communities across England and Wales – and the impact it has where people live or work. In total, 756 people participated in the survey from across Kent, and the PCC has carefully considered the findings.

20. The Chief Constable has also 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.
21. Further to any recommendations made by the Panel, the refreshed plan will be published on 1 April 2019. Subsequently, the PCC will submit updates to the Panel as required.
22. The PCC would like to take this opportunity to thank all those who provided feedback on policing and crime across the county, and as a result have helped to develop the refreshed plan.

Amendments to the Safer in Kent Plan:

23. As previously indicated, the focus has been on refreshing the contents of the plan rather than undertaking a major re-write.
24. Of the top five issues that Annual Policing Survey respondents felt their local area had the biggest issue with, four already featured within the plan:
- Anti-social behaviour, including vandalism
 - Substance misuse, including alcohol and drugs
 - Burglary or theft
 - Speeding
25. Given that young people, like any other sector of society, have the right to gather in public places, the issue of 'groups of young people congregating (not necessarily committing any offences)' is not something the PCC necessarily wants, or has the right to challenge. However, there needs to be greater partnership between all the relevant agencies to provide re-assurance to all, engage with young people more effectively and to better promote alternative or diversionary activities. Of course, where criminal activity is taking place, the PCC expects Kent Police to take appropriate action.
26. Acknowledging that there are some minor wording changes, the following is an overview of the most significant amendments:
- Joint Vision - updated to reflect the latest version as agreed by the Chief Constable and the PCC.
 - Kent Police's Priorities
 - Put victims first – recognition that some crimes such as stalking and harassment may be under-reported and further work is necessary to improve the confidence of victims to come forward.
 - Deliver an efficient and accessible service - inclusion of reference to the Policing and Crime Act 2017 and the statutory duty on emergency services to explore opportunities for collaboration.
 - What I will do
 - Hold the Chief Constable to account for the delivery of Kent Police's priorities - updated to reflect changes to the Terms of Reference for the Weekly one-to-one briefings and Performance and Delivery Board. Reporting mechanisms added to Independent Custody Visitors text.
 - Invest in schemes that make people safer and reduce re-offending - new section added for the Violence Reduction Challenge; the PCC's response to HM Government's Serious Violence Strategy.
 - Make offenders pay for the harm that they have caused – inclusion of reference to Misuse of Drugs Act 1971 forfeiture fund to help tackle drug trafficking and misuse of illegal substances.
 - Opportunities for the future
 - Calling for more criminal justice powers for PCCs - updated to reflect that the PCC now chairs the Kent Criminal Justice Board.
 - Lobbying for a fairer funding settlement for Kent - inclusion of reference to the UK leaving the European Union (Brexit) and seeking additional funding so Kent taxpayers do not pick up the bill for a national issue.
27. In addition, the section titled 'Resources and Medium Finance Plan' has been extensively re-written to take account of the latest financial information, including HM Government's Police Grant announcement in December 2018 (see paragraph 28).

Policing precept proposal for 2019/20:

28. On 13 December, Nick Hurd MP, Minister of State for Policing and the Fire Service made a statement announcing the provisional police funding settlement for 2019/20. Speaking in the House of Commons, the Minister said:

“...the Government recognise that two things have changed since I stood at the Dispatch Box one year ago. First, cost pressures have risen, public sector inflation has increased and the police are facing challenges in meeting new costs such as in forensics and increased employer contributions to safeguard public pensions. More significantly, demand pressures have risen. There has been a major increase in the reporting of high-harm, previously hidden crimes such as child sexual exploitation. The challenge from serious and organised crime networks is growing... Digitally enabled and online crime remains a major challenge for our police, and meanwhile, as we are all aware, the threat from terrorism has escalated and evolved.

The first role of Government is to protect the public, and as crime changes, so must the police. We are determined to ensure that the police have the powers and resources they need to respond to changing demand...

We have also listened to requests from police and crime commissioners for more flexibility around levels of police precept. This settlement empowers police and crime commissioners to raise council tax contributions for local policing by £2 a month for a typical household, which is £24 a year... The decision to raise local tax will be up to locally elected police and crime commissioners, and they will have to make a case to their electorate and be accountable for delivery of a return on that public investment.”

29. In light of the Minister’s statement, the PCC announced his [draft funding proposal](#) - to increase the policing precept by the maximum allowable amount of £24 per year, or 14.2% for an average Band D property (equivalent to £2 per month). Whilst a decision not taken lightly, the proposal would raise an additional circa £16.6m for policing in Kent. In addition to helping pay for things like the rising costs of pay and national insurance, pensions and vehicle insurance, crucially, it would also enable the Chief Constable to recruit another 180 additional police officers. So, not just replacing those who leave, but increasing officer numbers further and continuing the biggest recruitment drive in Kent Police’s history. As well as increasing the precept, the PCC would also require Kent Police to make a further £10m of efficiency savings in 2019/20.

30. The PCC initially announced his proposal on the BBC Radio Kent breakfast show on 9 January 2019, and it was covered by various other local media too. The PCC also took part in a pre-arranged hour-long live radio phone-in to further explain his decision and answer questions from members of the public. The proposal, along with Frequently Asked Questions was uploaded to the OPCC website and members of the public were invited to have their say by emailing the OPCC before 29 January. Links to the proposal were posted on the OPCC’s Twitter and Facebook pages, along with a short video which attracted more than 3,400 views.

31. The PCC also discussed the proposal face-to-face with residents at various public engagements throughout January - including in Deal, Canterbury, Meopham, Medway and Swanley; with Kent MPs in London; and with representatives of the Kent Association of Local Councils in Ditton.

32. Analysis has been undertaken to collate positive and negative sentiment towards the proposal, in addition to local media output. This has included tracking social media reactions and re-enforcement of positive/negative comments through up or down voting. This showed that overall positive sentiment towards the proposal, based on 5200 pieces of feedback was 59%, but looking exclusively at binary polling outcomes, in which a total of 3300 votes were cast, the proposal received 68% support. It should be noted that this was not a scientific method of tracking feedback, as there was no way to prevent the counting of repeat voting in some circumstances (e.g. votes on newspaper comment sections).

33. As of 28 January 2019, the uplift of 200 additional police officers funded by this year’s precept was achieved. Nationally, police forces have also published their first iteration of the Force Management Statement, a detailed self-assessment of future demand versus capacity. A significant challenge identified by Kent Police is having the resources to effectively respond to both the predicted growth in demand, and the complexity of that demand.

34. If the proposal is agreed, the Chief Constable would be able to recruit 180 more officers, increasing the total number to 3,632 by March 2020 compared with 3,182 officers in March 2016. In addition to reflecting residents' feedback to the PCC throughout the year, and the Annual Policing Survey which found 53% of responses referred to a desire for more police officers and/or more visible patrols, it would of course also help continue building Kent Police's capacity for the future.
35. Taking into account the Annual Policing Survey results, residents' feedback to the PCC and his office throughout the year, and analysis of sentiments and binary polling outcomes, the PCC confirms his intention to increase the policing precept in 2019/20 to £193.15 for an average Band D property. This represents an increase of £2 per month (or £24 per year) on the current precept.
36. Even with a £24 increase, Kent's policing precept will still remain in the bottom 10 of all forces.
37. Attached as Appendix C 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 2018 Report
- Appendix C** Chief Finance Officer Report

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Safer in Kent: The Community Safety and Criminal Justice Plan

April 2017 to March 2021

Version: Spring 2019_Final

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 HM 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, 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 on 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 the 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. I will also 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 addition, I will hold the Chief Constable to account for equality and diversity, including delivery of the duties described in the Equality Act 2010.

Guiding principles

For a Police and Crime Plan to be successful, not only should PCCs 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 Chief Constable 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 more than a third 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 are other bodies that should be involved. The Policing and Crime Act 2017 banned the use of police stations for children detained under Section 136 of the Mental Health Act 1983, and placed extreme limitations on police stations being used for adults; it is vital therefore 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 the 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 can be devastating. It is therefore important that Kent Police has the right resources in the right places to address both the threat from terrorism, and demand from Kent's local communities.

3. Vulnerable people must be protected from harm

Nationally, there is a greater emphasis on police forces protecting 'vulnerable' people and communities. It is a priority for the Home Office and something that Kent Police is inspected upon independently by HMICFRS. Kent Police's Control Strategy already features many of the key themes – child sexual exploitation, abuse, gangs, county lines, modern slavery 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, protecting the public from harm, neighbourhood policing and providing a first class service:

“Our vision is for Kent to be a safe place for people to live, work and visit. By protecting the public from harm, we will allow our communities to flourish and by working with the public and partners, we will provide a first class policing service that is both visible and accessible. We will retain neighbourhood policing as the bedrock of policing in Kent. 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 the 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.

Victims of some crimes, such as modern slavery and stalking and harassment may also be reluctant to report what's happened to the police because they are worried about their safety, getting into trouble or not being believed.

It is paramount that victims and witnesses feel confident to report crime to Kent Police and subsequently receive swift and effective help and support to cope, with their needs 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

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. Urban, rural and coastal 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, crimes such as child sexual exploitation and human trafficking pay little respect to traditional borders, and present unique 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 abusive behaviour and violence 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, many criminals use the road network to access the county and in the planning and commission of their crimes. There is also a link between the illegal use of vehicles and other serious crime. Working with partners, and using intelligence and targeted enforcement, Kent Police must continue to deter and disrupt criminality by making the roads a hostile place for those intent on causing harm to urban, rural and coastal communities.

6. Deliver an efficient and accessible service

Kent Police must continue to exploit opportunities to collaborate with Essex Police and neighbouring forces. 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.

The Policing and Crime Act 2017 placed collaboration with other emergency services on a statutory footing. Kent Police must continue to explore opportunities to work with Kent Fire and Rescue Service (KFRS), South East Coast Ambulance Service and the other emergency services to deliver an efficient and effective service to local communities.

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

Kent taxpayers deserve to know their money is being well spent.

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 briefings with the Chief Constable that focus on delivery of the priorities in this plan, including regular updates on topics such as recruitment, finance, estates, innovation, technology, criminal justice and serious crime.
- A quarterly Performance and Delivery Board meeting with the Chief Constable, where the following force papers are required in advance and published by my office: Safer in Kent Plan – Delivery & Performance; Inspections, Audits & Reviews; People; Finance; and Collaboration & Partnership Working. 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. I will continue to receive quarterly updates, and the published Annual Report will outline the scheme's objectives and plans for the future.
- 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 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.

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 this is delivered within Kent's communities. Victim Support also operate community based Compass Points where victims can discuss their needs face-to-face; 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 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 HM 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 non-recent 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.

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. This includes those projects already in existence or implemented since I took up office, including providing officers with greater access to advice from mental health professionals, provision of safe places or alternative places of safety, and importantly helping those with mental health issues who come into contact with the police 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.

In addition, 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 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. Unfortunately, due to financial pressures, this policy will not change.

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.

- **Violence Reduction Challenge**

Launched in June 2018, the Violence Reduction Challenge (VRC) is my response to HM Government's Serious Violence Strategy, which was published in April 2018.

The VRC's primary objective is to determine what can be done to prevent and tackle violent crime within urban, rural and coastal communities across Kent.

In order to achieve this, I will continue to bring together Kent Police and other key partners from the emergency services, the criminal justice sector, local authorities, businesses, charities and community groups to address violent crime.

With a central theme of protecting the most vulnerable from the most violent, through meetings held in public, partners will continue considering violent crime and its impact on Kent's communities under four headings: prevention; engagement and education; enforcement; and rehabilitation.

The VRC will develop recommendations aimed primarily at those partners operating in Kent, but also potentially HM Government – specifically around whether or not aspects of legislation should be altered. The VRC will also investigate and make recommendations on potential changes to collaboration between services in Kent; and explore opportunities for commissioning further bespoke collaborations or services.

The VRC will not be just another report; it will be a mechanism through which improved services to prevent and tackle violent crime are developed, and a better response for victims is delivered.

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 HM Government, the 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. For example, I will use money raised through forfeiture under the Misuse of Drugs Act 1971 to support the fight against drug trafficking and misuse of illegal substances that devastates lives and harms 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. 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 wide ranging engagement programme that enables the diversity of residents, irrespective of background, 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;
- 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;
- Newsletters and 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, courts, probation and prisons. Through the Kent Criminal Justice Board which I chair, I will hold these organisations to account and seek to strengthen partnership working 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 (MoJ) 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 the 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.

The UK will also be leaving the European Union (Brexit) and Kent Police is already working closely with the Home Office and partners to ensure the county is prepared. However, it is important that Brexit is recognised as a national issue - as one of the lead PCCs, I will continue to engage with HM Government on behalf of the police service, as well as seek additional funding so that local taxpayers do not pick up the bill.

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 contingency plans, such as 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. I will continue to lobby HM 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 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 placed collaboration between the emergency services on a statutory footing, 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 the 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 the relevant provisions are 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:

- 58% (63% 2018/19) grant funding, both general and specific, from HM Government
- 35% (31% 2018/19) from the council tax
- 7% (6% 2018/19) from miscellaneous income

The amount I receive from HM Government has increased by £7m in 2019/20 - £3.6m increase in grant, plus a further £3.4m in additional pension grant. Whilst better than expected, it should be noted that the increase in pension cost for Kent Police was £8m. The increase in grant though, plus precept flexibility means the funding available for policing in Kent has increased by £23m, or 8.0% from 2018/19; however, there has been a significant move away from central government funding toward local tax payer funding.

• Medium term financial challenges

In the coming year, I have empowered the Chief Constable to recruit up to 180 additional police officers and 14 police staff roles. However, I remain steadfast in my view that Kent Police should become more efficient. Despite the additional funding provided by the increase in precept, rather than soaking up all existing or future pressures, the force needs to be ever more efficient. Savings of £31.1m are required by 2022/23 on top of the £9.7m already identified in 2019/20. 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 2019/20 and have reviewed the force medium term savings plan which identifies, and will ensure delivery over the next four years.

The settlement outlined the Policing Minister's four priority areas to 'drive efficiency, productivity and effectiveness' in policing. They are:

- i. Continued efficiency savings in 2019/20 through collective procurement and shared services. There is an expectation that every force contributes substantially to procurement savings and the Home Office will work with the police to agree the right force level objectives for 2019/20 and 2020/21.
- ii. Major progress expected to resolve challenges in investigative resource identified by HMICFRS, including recruitment of more detectives to tackle the shortfall.
- iii. Continued improvement in productivity, including smarter use of data to deliver £50m of productivity gains in 2019/20.
- iv. Maintaining a Serious Organised Crime response that spans identification and management of local threats as well as supporting national priorities.

I am confident that through this budget and the medium term plan, Kent Police is already meeting or making progress towards these priorities.

• Council tax

HM Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For 2019/20 HM Government announced that PCCs could increase their precept by up to £24 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 2019/20 has allowed me to continue to protect what Kent Police already has, as well as provide additional resources for the frontline. Therefore I believe for 2019/20 that this announcement exceeds that test and that the council tax for Kent will increase by £24 for an average Band D property, an equivalent increase of 14.2%.

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 and antisocial behaviour, deliver community safety initiatives and to support victims is vital. To support this work I have been given additional responsibilities and funding - my approach is set out in my Commissioning Strategy.

In total the combined commissioning and victim services budget is £4.2m for 2019/20. This includes £2,116,392 from the MoJ for the specific purpose of delivering support services for victims of crime, regardless of whether the crime has been reported to the police. My Commissioning Strategy sets out the detail of this budget and how responsibilities 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 2020/21.

The commissioning budget breakdown for 2019/20 is set out on the next page.

Organisation	2019/20
Community Safety Partnerships	£558,385
Young Persons Substance Misuse	£92,627
Youth Offending Teams	£365,460
Kent & Medway Safeguarding Adults and Children Boards	£98,107
Drug and Alcohol Action Teams	£360,491
Volunteer Youth Cadets	£40,000
National Crimestoppers	£41,987
Local Crimestoppers	£14,699
Safer Kent	£20,000
Violence Reduction Challenge	£154,885
County Lines Project	£70,000
'Is it worth it?' School Tours	£58,995
Domestic Abuse Services	£150,000
Domestic Abuse Services - Contribution	-£100,000
Kent Criminal Justice Board Support	£40,000
Restorative Justice	£167,000
Sexual Assault Support Services	£450,000
Core Victim Services	£1,105,075
Domestic Homicide Reviews	£22,050
Specialist Victim Services	£300,000
Continuation Grant	£1,500
Mental Health & Policing Fund	£140,501
Staffing	£53,430
Total	£4,205,192



Annual Policing Survey 2018

January 2019

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Background and methodology

As part of his commitment to actively engage with the diverse communities of Kent and Medway, the elected Police and Crime Commissioner (PCC) for Kent, Matthew Scott, launched his third Annual Policing Survey in June 2018.

The primary aim of the survey was to reach a large number of residents and offer them the opportunity to respond to five key questions:

- How safe do you feel where you live, on a scale of 1 to 10? (where 1 is 'very unsafe' and 10 is 'very safe')
- The PCC is responsible for the Kent Police budget of £333.3million for 2018/19, or roughly £185 per person in the county. On a scale of 1 to 10, do you think the services you get represent value for that £185? (where 1 is 'very poor value for money' and 10 is 'excellent value for money')
- In your view, what one type of crime or anti-social behaviour does your local area have the biggest issue with?
- Tell us one thing you think Kent Police does really well...
- Tell us one thing you think Kent Police could do better...

The short online survey was primarily hosted on the OPCC website. The link was posted on social media, making use of the [OPCC's Twitter account](#) which remains the most-followed account of any PCC or OPCC in England and Wales. [Facebook](#) was also used, with targeted advertising to reach those residents who use social media but may not routinely use it to engage with the police or the OPCC.

Recognising that not all residents are online or users of social media, a leaflet was also printed and disseminated by the PCC and his team at partnership meetings and at public events, such as the Kent Police Open days and the Kent County Show.

The survey was printed inside a number of local authority magazines which were distributed to several hundred thousand households in Kent and Medway.

A [news article](#) publicising the survey was also uploaded to the OPCC website, and sent to local media contacts. It was referenced in the OPCC's e-newsletter which is sent monthly to more than 500 subscribers, and a link was included within all emailed correspondence sent by the OPCC between July and December 2018.

The survey also included questions about the respondents' address, gender, age, ethnicity, whether they work for Kent Police, and whether they have recently been a victim of crime. This information provided the OPCC with the confidence that the sample was suitably representative of the wider population of Kent and Medway.

Finally, respondents were asked how they had heard about the survey, in order to help the OPCC analyse which methods used to publicise it had been most effective and had offered the best value for money.

The survey remained open until December 2018, receiving 1,400 responses. This level of engagement represented a slight drop compared with the previous two years, possibly because residents who had already had their say in 2016 and 2017 did not believe there was a need to contact the PCC again.

Against a total population of Kent and Medway of around 1.8million, a sample of 1,400 people is still considered statistically significant at a 95% confidence level (a commonly accepted level of probability).

This report summarises the findings from the survey and has assisted the PCC in refreshing his Police and Crime Plan, [Safer in Kent](#).

Key findings of the Annual Policing Survey

- Most people in Kent feel safe, irrespective of where they live.
- Younger people feel slightly safer than those aged 39 or older.
- People who have been a victim of crime in the last 12 months feel less safe than the rest of the population.
- Kent residents, on average, feel policing offers adequate value for money.
- Those living outside of urban areas, or who have recently been victims of crime, do not feel they are getting as much value for money as the rest of the population.
- Anti-social behaviour is the issue most people feel their local area has the biggest issue with - but they still recognise the importance of tackling serious violence and hidden harm crime.
- Residents generally feel Kent Police does a really good job fighting crime, responding to emergencies and engaging with communities. There are others who are less satisfied with the service.
- The overwhelming majority of people want Kent Police to recruit additional police officers and have more of them visible in local communities.

Analysis of the responses received

How safe do you feel where you live, on a scale of 1 to 10? (where 1 is 'very unsafe' and 10 is 'very safe')

1,395 people gave a valid answer to this question. The other five respondents left the question blank.

The survey found that residents across Kent and Medway, on average, feel 6.5/10 safe where they live.

Using information the respondents provided about the first half of their postcode, it was found there was minimal variation in the average scores given between people living in urban, rural or coastal areas. Those living in rural postcodes (who rated their areas as 6.6/10 safe) or coastal communities (6.6/10 safe) reported feeling very slightly safer than those respondents living in urban postcodes (6.4/10 safe).

Using information the respondents provided about their ages, only a slight variation was found between how safe residents felt when the sample was broken down into four age ranges of roughly 350 responses each. People aged under 39 on average felt safer (6.8/10) than those aged 39-52, 53-64, and 65-plus. All three of these older age groups on average felt 6.4/10 safe.

Unsurprisingly, the mean average was noticeably lower among the 324 people who answered this question and who also said they had been a victim of a crime in Kent in the last year. They felt less safe where they live on average (5.0/10) compared with the remaining respondents (7.0/10).



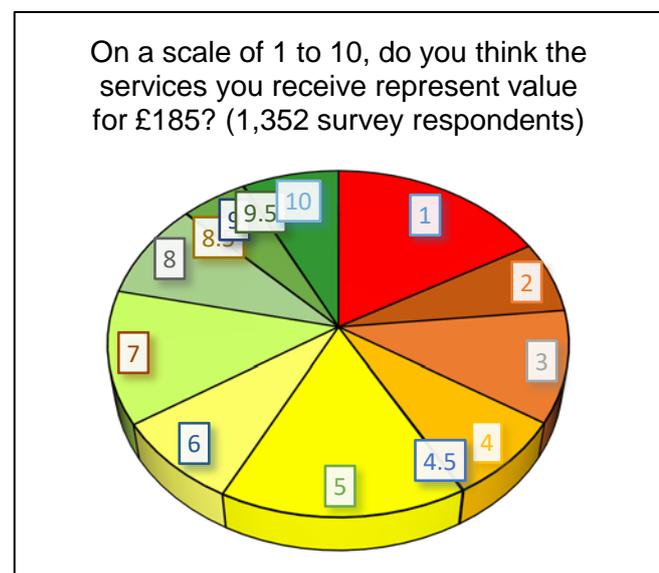
On a scale of 1 to 10, do you think the services you get represent value for £185? (where 1 is 'very poor value for money' and 10 is 'excellent value for money')

1,352 people gave a valid answer to this question. The other 48 respondents left the question blank.

The survey found that residents across Kent and Medway, on average, rate the Kent Police budget as 5.0/10 for value for money.

Using information the respondents provided about the first half of their postcode, it was found there was some variation in the average scores given between people living in urban, rural or coastal areas. Those living in urban postcodes (who rated policing as 5.3/10 for value for money) and rural communities (5.0/10) reported feeling they were getting more value for money out of policing than those respondents living in coastal postcodes (4.5/10).

This is perhaps because people in urban areas are more likely to see officers on patrol in busy town centres more often than



those living elsewhere. The 2018 [National Rural Crime Survey](#) also found residents in rural areas were more likely to feel isolated, with a poorer perception of policing than urban residents.

Using information the respondents provided about their ages, some variation was found between how safe residents felt when the sample was broken down into four age ranges of roughly 350 responses each. People aged under 39, on average, rated policing in Kent as 5.5/10 in terms of offering value for money while those aged between 39 and 52 (4.9/10); those aged 53 to 64 (4.7/10); and those aged 65 (5.1/10) gave marginally lower scores for this question.

Notably, the average was significantly lower among the 314 people who answered this question and who also said they had been a victim of a crime in Kent in the last year. They, on average, scored the Kent Police budget as only 3.9/10 for value for money whereas the remaining respondents gave an average score of 5.3/10.

In your view, what one type of crime or anti-social behaviour does your local area have the biggest issue with?

Residents were able to give any answer they wished to this question, and 1,343 chose to do so. The other 57 respondents either left this question blank or stated there were no issues in their area.

The answers given represented 28 different issues, as follows:

Antisocial behaviour, including vandalism	258
Substance misuse, including alcohol and drugs	219
Burglary or theft	204
Groups of young people congregating (not necessarily committing any offences)	132
Speeding	109
Other traffic or parking-related issues	106
Flytipping and littering	58
Violent crime; including robbery, gangs, and knife or gun crime	43
Vehicle crime	43
Traveller incursions or offences committed by Gypsy, Roma and Traveller communities	35
Neighbour issues or noise	23
Issues relating to scrambler bikes, quadbikes and/or mini-motos	19
Crime generally	12
Begging and vagrancy	11
Rural crime	11
Lack of effective or visible policing	11
Stalking or harassment, including online abuse and cyber-bullying	8
Fraud	7
Poaching and wildlife crime	5
Domestic abuse	5
Bogus callers	4
Immigration or over-population	4
Indecent exposure or dogging	3
Public order	3
Dog fouling	3
Hate crime	3
Sexual offences	2
<i>Other</i>	2

In the OPCC's Annual Policing Surveys of 2016 and 2017, residents were presented with a pre-defined list of issues and asked to pick their top concerns. The number one issue selected in both years was child sexual exploitation. Other threats such as rape, terrorism, domestic abuse and knife crime also featured heavily.

In 2018, by contrast, these issues were identified very few times, with antisocial behaviour being the top issue raised.

This has not been interpreted as an anomaly or indicative of a significant change in the public's priorities since 2017. Instead, these three surveys collectively demonstrate that Kent residents recognise the importance of Kent Police tackling serious and organised crime across the county; which was also found to be the case by [a recent report by Her Majesty's Inspectorate of Constabulary into national perceptions of policing](#). However, when freely asked about issues affecting their own communities, they are most likely to list those issues which they themselves have witnessed or which impact upon them more directly - such as vandalism, substance misuse, theft, and traffic-related issues.

To effectively manage this dichotomy, the PCC will continue to ensure that Kent Police has the resources it needs both to deliver effective neighbourhood policing, and also tackle serious violence and abuse which frequently occurs behind closed doors.

When breaking the sample down further based on information the respondents provided about the first half of their postcode, and their age, there was very little difference in the issues raised. Issues themed around antisocial behaviour, substance misuse, and burglary and theft were among the most common answers given.

Tell us one thing you think Kent Police does really well.

Residents were able to give any answer they wished to this question, and 825 identified a piece of positive police work. Unfortunately, the other 575 respondents either left the field blank or gave an invalid response.

The 825 answers given broadly covered 10 different areas of work, as follows. Due to the relatively small sample, the OPCC has not sought to break this data down further based on respondents' places of residence, or age.

Fighting crime generally and keeping people safe	144
Responding to emergency calls	131
Public engagement, including at events and in schools	122
Delivering an efficient, hard-working or friendly service	119
Visible policing	91
Roads policing, including managing traffic collisions	83
Supporting victims of crime and vulnerable people	58
Contact via 101, the force website or social media	40
Working in partnership with the community, including running volunteering schemes like the Cadets	33
Staff support and training	4

Tell us one thing you think Kent Police could do better.

Residents were able to give any answer they wished to this question, and 1,278 gave a valid response. A further 122 either left the answer blank or gave such a broad answer it could not be sub-categorised.

Of the 1,278 valid answers, 672 respondents (53%) referred to a desire for more police officers and/or more visible patrols. This was found to be the most popular answer irrespective of respondents' place of residence or age.

The other answers given broadly fell into one of 15 other categories but, due to the relatively small numbers involved, the OPCC has not sought to break these down further based on respondents' places of residence or age.

Recruit more police officers and/or deploy more visible patrols	672
Act on local intelligence, and attend and investigate less serious crimes	119
Enforce speed limits and traffic laws through more roads policing and/or cameras	82
Engage more with the community, including through publicity	80
Charge, or take other action against, more suspected offenders	76
Focus more on rural crime, and provide more rural patrols	50
Respond to emergencies quicker	46
Improve 101 call-handling	28
Do more crime prevention work, including advice around scams	27
Support vulnerable people	25
Be more efficient – with less paperwork or bureaucracy	16
Provide better updates to victims as investigations progress	11
Listen to complaints	9
Utilise more volunteering	8
Re-open closed police stations	7
<i>Other</i>	22

About those who responded to the survey

Respondents to the survey came from all 75 postal areas in Kent and Medway. Of respondents who gave the first half of their postcode:

- 46% live in an urban postal area
- 32% live in a rural area
- 22% live in a coastal area.

Respondents to the survey were aged as young as nine, and as old as 101. Of those respondents who chose to give their age:

- 11% were aged 25 or under
- 25% were aged 26-45
- 40% were aged 46-65
- 24% were aged over 65

Respondents to the survey were roughly split male and female. Of those respondents who chose to give their gender:

- 55% self-identified as female
- 45% self-defined as male
- 0.2% (three people) self-identified as non-binary

Based on their ethnicity, respondents to the survey were roughly representative of the wider population of Kent and Medway. Of those respondents who listed a recognised ethnicity, 95% self-identified as being from a white background and 5% self-identified as being from a BAME background, specifically:

- White – British (or White – English) 942
- White – Irish 9
- Any other white background 86

- White and black Caribbean 3
 - White and black African 2
 - White and Asian 7
 - Any other mixed background 8
 - Asian – Indian 6
 - Asian – Pakistani 0
 - Asian – Bangladeshi 2
 - Any other Asian background 7
 - Black – Caribbean 1
 - Black – African 2
 - Any other black background 0
 - Chinese 1
 - Other 11
-
- Prefer not to say / blank / ambiguous 313¹

Of those respondents who indicated whether or not they currently work for, or volunteer with, Kent Police, 92.2% said they did not.

Of those respondents who indicated whether or not they had been a victim of crime in Kent in the last year, 77% said they had not.

Of those respondents who indicated how they had found out about the Annual Policing Survey 2018:

- 35% heard about the survey via Facebook
- 25% heard about the survey via a local newspaper, radio, TV or online
- 15% received it via email, including via the OPCC e-newsletter
- 13% had met with the PCC, or his staff, at an event
- 4% heard about the survey via word-of-mouth (eg friends/family/colleagues)
- 3% heard about the survey via Twitter
- 3% found a printed leaflet
- 2% other.

¹ Ambiguous terms given included responses such as 'Anglo-Saxon', 'English' and 'Christian'.

Copy of the Annual Policing Survey 2018

I'm Matthew Scott, the Police and Crime Commissioner for Kent

My role includes holding the Chief Constable to account, setting the council tax precept for policing, commissioning services for victims of crime and funding community safety projects.

I also set the policing priorities for the county by consulting with residents like yourself, so I'd be grateful if you could complete this short survey about policing where you live.

Let me know your views by filling out this survey and returning it to me.



Name: _____ First half of your postcode: _____

Gender (male/female/Non-Binary/Trans/Intersex/prefer not to say) Age: _____ Ethnicity: _____

Do you currently work for, or volunteer with, the police? Yes No

Have you been a victim of a crime in Kent in the last year? Yes No

How safe do you feel where you live, on a scale of 1 to 10? _____
(where 1 is 'very unsafe' and 10 is 'very safe')

The PCC is responsible for the Kent Police budget of £333.3million for 2018/19, or roughly £185 per person in the county.

On a scale of 1 to 10, do you think the services you get represent value for that £185? _____
(where 1 is 'very poor value for money' and 10 is 'excellent value for money')

In your view, what one type of crime or anti-social behaviour does your local area have the biggest issue with?

Tell us one thing you think Kent Police does really well: _____

Tell us one thing you think Kent Police could do better: _____

If you would you like to opt-in to receive our monthly e-newsletter, please give your email address here:

Tell us where you heard about this survey: *Maidstone Council's Borough Insight magazine*

Please cut out and return this form to:

Annual Policing Survey 2018, OPCC, Kent Police HQ,
Sutton Road, Maidstone ME15 9BZ

Or, if you prefer, you can complete this survey online at
www.kent-pcc.gov.uk/consultations

For information about how we use your personal information
please visit www.kent-pcc.gov.uk/privacy



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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 £24 a year, or 14.2% for a Band D property, equivalent to £2 a month
 - A council tax for an average Band D property of £193.15
 - 180 new police officers funded from the increased precept
 - Kent will remain amongst the lowest preceptors in the country
 - Maintaining an establishment of 300 PCSO's
 - A net revenue budget after savings of £313.8m
 - A savings requirement over the medium term of £30.9m
 - A capital programme of £13.6m for 2019/20 and £64.5m to 2023/24
 - The use of £3.6m of reserves to support the budget in 2019/20
 - Planned reduction in reserves from 2019/20 of £7.7m over the medium term
 - A final balance in reserves at the end of 2023/24 of £21.4m

Background

2. The purpose of this report is to set out the PCC's proposed budget and precept proposal. 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
 - HM Government policy on public spending and the Police Funding Settlement
 - The 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 sets out the:
 - Achievements from 2018/19
 - HM Government's Police Funding Settlement for 2019/20
 - 2019/20 budget and precept proposals
 - 2019/20 funding pressures
 - Commissioning Plan
 - Medium Term Financial Plan
 - Reserves Strategy
 - Capital Strategy
 - Chief Finance Officer's Professional Statement

Achievements from 2018/19

4. In 2018/19 the PCC increased the precept by £12 in order to increase the number of police officers in Kent by 200. The 200 was achieved with the January 2019 recruitment intake. These officers form part of an expansion of the policing model to address high harm issues, as well as more visible neighbourhood policing, including rural and roads policing, local communities, fighting cybercrime and providing greater public protection.

5. The budget last year also provided for 80 new police staff roles to boost the number of call handlers answering 999 and 101 calls. This has been very successful with the average call answering time for 101 calls reducing from 2.35 minutes to around 1.38 minutes and call attrition (where callers hang up as they have had no response) reducing from 22% in April to 6% in October. All of these improvements have had no impact on 999 call response, with typical call answering times of less than 10 seconds and a less than 1% attrition rate. This shows that people are getting the help they need quicker and more information is being provided to the police.
6. The PCC launched his Violence Reduction Challenge, a Kent specific response to HM Government's Violent Crime Strategy. Regular proactive meetings are held with a variety of partners from all sectors across Kent and Medway, who collectively are seeking to understand the nature of violent crime and its causes and provide workable solutions to help reduce the impact. A series of recommendations and actions will be published in the spring.
7. Kent is the UK's gateway to and from Europe and as such, Kent Police have been proactively working on a variety of contingency plans for whatever type of Brexit happens in March 2019. The PCC has helped secure additional funding for Kent from HM Government; £0.85m has already been released with a commitment of further financial support should it be required.
8. In October the PCC brought partners together at the Inaugural Blue Light Jobs Fayre to promote opportunities to work with local emergency services and other criminal justice agencies. The PCC carried out a cyber-bullying survey which led to engagement with almost 7,000 young people across Kent.
9. Through his commissioning budgets, the PCC has funded and delivered a number of key projects that have contributed to reducing reoffending and helped victims cope and recover from crime.
10. Victim Support provide the PCC's key victim service where all victims of crime, regardless of whether the crime has been reported to the police, can seek support to help them recover from their experience and avoid becoming a victim of crime again. In addition to this service, Victim Support alongside the Kent Police Rural Team and the PCC, have helped provide targeted crime prevention advice and safety equipment for rural communities.
11. In response to the number of hate crime victims reporting to Kent Police, and also withdrawing from the criminal justice process, the PCC funded a Hate Crime Advocate. This role provides dedicated support to hate crime victims to help their recovery, but also provides specialist support for those going through the criminal justice system.
12. The new countywide Restorative Justice Service commissioned towards the end of 2017/18 has gone from strength to strength, with referral numbers increasing and the introduction of a new Restorative Justice App on police officers mobile devices to make referrals from the force simpler and easier.
13. The PCC delivered educational messages through the Amelix 'Is it worth it?' school tours, which are delivered collaboratively with the music industry. The messages cover staying safe online and cyber bullying. These are being extended during 2019/20 to year 6 children to enable earlier engagement on preventative messages.
14. The PCC developed a collaborative bid with Kent County Council to pilot Independent Domestic Violence Advisers (IDVA) being based in two major hospitals in Kent. The aim being to identify risk earlier enabling improved interventions for victims of domestic abuse and their families.
15. The PCC's Specialist Victim Services Fund has enabled the delivery of new and innovative approaches, such as a Male Domestic Abuse Support Worker, LGBT+ IDVA and specialist farm based therapeutic services for children and their families who have suffered domestic and sexual violence.
16. The PCC's collaborative approach to commissioning services has led Kent Police to work with the charity Mind to provide counsellors within the Force Control Room at key times; this enables those with mental health needs or in crisis to be supported by trained practitioners.

17. The PCC has been successful in securing additional funding for two projects. Firstly, funding from the National Modern Slavery Fund to deliver awareness raising messages to key businesses, particularly the tourism and leisure industry at a conference to be held in March 2019. Secondly, from the Home Office to enable the continuation of the St Giles Trust County Lines project in East Kent, which supports vulnerable young gang members.

2019/20 Police Funding Settlement

18. On 13 December, the Policing Minister announced the provisional police grant allocation for each force area for 2019/20. The headlines nationally were:

- £972m additional funding for the police service which includes
 - £161m additional formula funding;
 - £153m of Pension Grant;
 - £59m additional funding for Counter Terrorism (CT);
 - £90m additional funding to tackle Serious and Organised Crime; and
 - £509m as a result of additional council tax flexibilities.
- Of the £972m, approximately £813m is for local policing, namely
 - £509m precept;
 - £143m Pension Grant; and
 - £161m additional Funding.
- Precept flexibility of up to £24 for all PCCs (or equivalents) in 2019/20.
- £161m additional grant funding, made up of £146m increase in core grant, £12m additional NICC payments and £2.7m precept grant.
- The settlement, including council tax and Pension Grant, represents an average cash increase (total funding including precept) of 7.1% between 2018-19 and 2019-20.
- £160m additional CT funding (announced at the 2018 Autumn Budget), equivalent to an annual increase of £59m; an 8% increase on total CT funding.

19. The settlement outlined the Policing Minister’s four priority areas to “drive efficiency, productivity and effectiveness next year” in policing. These priorities are:

- i. Continued efficiency savings in 2019/20 through collective procurement and shared services. There will be an expectation that every force contributes substantially to procurement savings and the Home Office will be working with the police to agree the “right force level objectives for 2019/20 and 2020/21”.
- ii. Major progress expected to resolve challenges in investigative resource identified by HMICFRS, including recruitment of more detectives to tackle the shortfall.
- iii. Continue to improve productivity, including smarter use of data to deliver £50m of productivity gains in 2019/20.
- iv. Maintain a Serious Organised Crime (SOC) response that spans identification and management of local threats as well as support for national priorities.

20. The PCC is confident that through this budget and Medium Term Financial Plan (MTFP) Kent Police is already meeting or progressing towards these priorities.

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

Table 1: Police Funding Settlement

	2019/20	2018/19	Variance
Funding Stream	£m	£m	£m
Police Core Settlement	107.1	104.8	2.3
Ex DCLG Funding	67.0	65.7	1.3
Legacy Council Tax Grants	13.3	13.3	0.0
Pension Grant Allocation	3.4	n/a	3.4
Ministry of Justice Victims Funding	2.1	2.1	0.0
HO Capital Grant	1.1	1.1	0.0
Total	194.0	187.0	7.0

22. The 2019/20 settlement provides more funding than had previously been expected largely in response to the significant increase in pension costs due to a Treasury revaluation. It should be noted that while Kent received £7m of additional funding, the increase in pension costs is £8m.
23. It should be recognised that the move away from HM Government funding towards local taxpayer funding of policing services continues. Since 2010/11, Government Formula Funding has been reduced by 21% (32% in real terms since 2010/11) while the proportion of funding raised through council tax has increased from 28% in 2010/11, to 43% in 2019/20. Even with this shift in the balance of funding, Kent Police total funding has only increased by 1.2% (a 13% real terms reduction since 2010/11).

2019/20 Budget and Precept Proposal

24. For 2019/20 the PCC is looking to build on the successes of previous years and continue to actively seek ways to increase the number of police officers. The Police Funding Settlement afforded the PCC additional flexibility through the precept referendum limit of £24 for a Band D property. This has provided the opportunity for the PCC to make funding available for the Chief Constable to provide more police officers for the communities of Kent by using of some of the additional precept.
25. The PCC has empowered the Chief Constable to increase the number of police officers by 180 during 2019/20. Additional officers will enable Kent Police to catch even more criminals, target gangs, tackle violence, boost visible policing and help more victims. This means that by next year there will be 450 more police officers in Kent than in 2016. There are also 100 additional front line police staff posts and the level of PCSO's has been maintained at 300.
26. The budget and precept proposal for 2019/20 is as follows:

Table 2: Budget Requirement and Precept

Budget Requirement	£313.8m
Less Police Grant	£107.1m
Less Revenue Support Grant	£67.0m
Less Legacy Council Tax Grants	£13.3m
Less Pension Grant	£3.4m
Sub Total	£123.0m
Less Collection Fund Surplus	£1.2m
Amount to be raised by Council Tax	£121.9m
Divided by aggregate council tax base	630,928
Band D Council Tax	£193.15

*Table may not sum due to rounding

27. The PCC has remained steadfast in his view that Kent Police should become more efficient. The decision to invest the additional funding raised by the precept into police officers still requires the force to continue to make savings. The savings for 2019/20 were already planned under the previous MTFP, and the PCC has reviewed the proposals for £9.7m of cost savings in 2019/20 - they will have a minimal impact on the frontline. These savings have now been delivered through more effective pay monitoring, a review of the Serious Crime Directorate, Procurement and the Business Centre, a shared service with Essex amongst others.

2019/20 Funding Pressures

28. Last year's MTFP included a number of expected cost pressures, but during 2018/19 a number of new cost pressures have arisen. This means not all of the increase in precept over and above the budgeted £3.70 increase can be used to fund officers. The major pressures facing Kent Police in 2019/20 are:

New pressures

- £8m Pension Costs - the Treasury revaluation of the Police Pension scheme led to a national policing pressure of £330m. Kent's share of this cost was £8m. Kent received £3.4m in Pension Grant plus a £3.6m increase in funding, totalling £7m. This still leaves Kent with £1m pressure

and absorbs all of the additional HM Government funding. All further pressures need to be funded through the precept increase or savings.

- £1.1m Motor Insurance Premium increase - Kent Police were involved in a competitive tender exercise alongside 9 other forces for Motor Insurance. There is little willingness within the insurance industry to insure police vehicles and therefore limited competition. The winning tender increased the costs by over £1m and placed strict requirements on the force to put in place specific processes to monitor vehicle usage.
- £0.8m Improved Body Worn Video equipment - this equipment has improved the efficiency of the force through better video recording of incidents and means Kent Police have complied with the national directive to ensure all Firearms Officers are equipped with BWV.
- £0.3m Forensic costs - nationally the private companies undertaking forensic services on behalf of police forces have been struggling with the demand and the costs on their services. The Home Office in the funding settlement stated that *'In the case of forensics, this is not about financial savings, but working together to maintain an efficient market that supports the needs of policing and the criminal justice system as a whole'*. It is expected that Kent Police costs will increase by £0.3m, but this may increase further as contracts are renegotiated.

Existing Pressures

- £10.6m for police officer and staff pay inflation - over 80% of the Kent Police budget is staffing costs and therefore any increase in pay is a significant cost pressure. This includes the 200 officers and 80 staff recruited in 2018/19.

Commissioning Plan

29. One of the priorities in the PCC's Safer in Kent Plan is to 'enhance services for victims of crime and abuse'. The Ministry of Justice (MoJ) has announced the specific victims' grant allocations for 2019/20 of £2.1m for Kent. 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 the Commissioning Plan on vital services for victims, including those delivered from Compass House, including the Victim Support service, the newly commissioned Independent Sexual Violence Advisor (ISVA) service and the PCC's Restorative Justice Service.
30. 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 the previous two years.
31. The focus of these funds can be found in the Commissioning Plan overview at Annex 1.

Medium Term Financial Plan – 4 years to 2023/24

32. The MTFP 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 the current year plus four from 2019/20 through to 2023/24. For obvious reasons there is more certainty around the figures included in the early years than for those towards the end of the plan. Therefore a number of assumptions are made. The key assumptions included in the plan are:

Funding assumptions

- The precept will increase by £24 in 2019/20, but thereafter will drop to 1.99% each year.
- That the greater precept flexibility afforded to PCC's in 2018/19 and 2019/20 is not continued beyond 2019/20.
- The referendum limit will be 2% in 2020/21 and in future years, in line with the pre-precept flexibility referendum limits.
- The council tax base will grow by 1.6% in 2019/20, then 1% each year thereafter.
- The Police Revenue Grant will be maintained over the MTFP.
- That the additional Pension Grant received in 2019/20 will be maintained as part of the ongoing funding to police.
- Any top slicing and reallocating from the overall Police Grant by the Home Office will remain at 2019/20 levels in real terms.

- That there will be no impact on the level of funding post the Comprehensive Spending Review (CSR).

Cost Assumptions

- Up to 180 additional police officers and 14 front line police staff will be recruited in 2019/20.
- These officers and staff will form part of the ongoing establishment.
- Pay cost inflation for officers and staff will be 2% each year. Each 1% increase in pay adds approximately £2.7m in costs to the budget.
- Any additional bonus payment or pay award above the 2% will be funded through underspends or reserves.
- Non-pay inflation will be 2% for each year of the MTFP, in line with the Bank of England target.
- The employer's pension contribution will increase for the third and final year in line with the triennial valuation in 2019/20 and will be maintained at that level thereafter.
- That a Revenue Contribution to Capital Outturn (RCCO) of £1m will be introduced in 2020/21, with a further £1m in each subsequent year of the MTFP to help fund the sustainability of the capital investment programme.

33. With these assumptions there is a savings gap to 2023/24 of £40.6m. The force have a good track record of identifying savings ahead of schedule and the Chief Constable has identified £9.7m of savings to meet the gap next year with no impact on front-line policing; this has been removed from the 2019/20 budget figures.

34. A summary of the MTFP is set out at Annex 2. On the basis of these assumptions the savings profile would be as follows:

Table 3: Savings requirement

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Savings	£m	£m	£m	£m	£m	£m
Delivered	9.7	0.0	0.0	0.0	0.0	9.7
Required	0.0	8.7	9.4	6.4	6.4	30.9
Total	9.7	8.7	9.4	6.4	6.4	40.6

35. The force have a savings plan to cover this period and are already identifying opportunities for the future. This has been reviewed and agreed by the PCC and these will be delivered at the appropriate time during the MTFP cycle.

Reserves Strategy

36. An important element of the PCC's overall financial strategy is the use of reserves over the life of the MTFP. The following paragraphs summarise the current and medium term position on reserves. The full Reserves Strategy is attached at Annex 3.

37. The PCC's Reserves 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; accordingly earmarked reserves will be created where appropriate 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 interests of the council tax payer the PCC will, where possible, build up and maintain a level of reserves for investment, borrowing only where the life of the asset and economic environment make it the most efficient way of financing investments.
- The PCC will take a long term approach to protecting, maintaining and investing in all the assets supporting policing for the long as well as short term.
- Reserves not required for the above purposes will be clearly identified as available for other discretionary opportunities.

38. The total general and earmarked reserves are expected to be £29.1m as at the 1 April 2019. Of this, general reserves will amount to £9.4m or broadly 3% of the net budget. This is in line with the current strategy of holding the equivalent of 3% of the net revenue budget for general contingency, and is regarded as best practice and comparable with other PCCs.
39. The remaining reserves are all earmarked. It should be noted that only £6.5m of the total earmarked reserves are to support investment and capital spending. The balance of capital investment in 2019/20 will be funded from asset sales during the year and where appropriate borrowing. Over the medium term, a revenue contribution to capital will be introduced in 2020/21 to support future capital investment.
40. The PCC will continue his commitment in 2019/20 of making £2m from reserves available to support the recruitment of new police officers and staff. This, alongside a provision for ill health retirements, the Innovation Taskforce and other budget support means £3.6m will be used during 2019/20.
41. The PCC has notified the Chief Constable that any in-year underspends may be used in the first instance to support recruitment of the additional officers and staff. If this is not required, any underspends will be taken back into reserves in order to mitigate risks over the medium term and support the investment programme. Any in-year reallocation of underspends will only be considered by the PCC where an exceptional business case is made.
42. The reserves position over the medium term is set out below:

Table 4: Reserves

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Reserve	£m	£m	£m	£m	£m	£m
General	8.8	9.4	9.5	9.6	9.8	9.9
Funding Risk	3.7	3.0	1.6	0.7	0.3	0.1
Insurance	3.1	3.1	3.1	3.1	3.1	3.1
Change Management	10.6	5.2	1.3	0.0	0.1	0.1
Investment Reserve (capital & revenue)	22.7	6.5	2.1	5.8	1.6	6.5
PCC	1.1	0.9	0.8	0.7	0.7	0.7
POCA	1.0	1.0	1.0	1.0	1.0	1.0
Total	51.0	29.1	19.4	20.9	16.6	21.4

43. Over the medium term, taking all the plans and provisions into account, total earmarked reserves are expected to fall to £21.4m, a reduction of 58% from the level held at the beginning of 2018/19. In part, this is due to reserves being used to support the budget, ill health retirements and the ongoing investment programme.
44. The expenditure from the Investment Reserve is increasingly reliant on in-year asset disposals being realised and available to spend. A £1m revenue contribution to capital is being introduced in 2020/21 to support the investment programmes maintenance projects and this will increase by a further £1m each year over the medium term. Any fluctuations in asset disposals may mean a reduction in investment, or where appropriate for long term projects, a need to borrow.

Capital Strategy

45. The Capital Strategy is a key document for the PCC and forms part of the integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure. This document is published alongside the budget report and can be found at Annex 4.

46. The key themes driving capital 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 and staff.
 - Exploiting tangible efficiency and effectiveness opportunities in partnership with others.
 - Maximising the efficiency and effectiveness of the estate.
47. A summary of the planned schemes and projects and how they will be funded from 2019/20 to 2023/24 is shown below. As per normal practice, the actual release of funding in 2019/2020 and future years will depend on the completion of sound business cases.

Table 5: Investment Programme

	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Expenditure					
IT	7.4	6.7	3.0	6.6	7.2
Estates	4.1	6.2	7.0	3.4	2.8
Transport	1.8	1.7	1.7	1.7	1.7
ANPR	0.3	0.3	0.3	0.3	0.3
Total	13.6	14.9	12.0	12.0	12.0
Funded by					
Capital Grant	1.1	1.1	1.1	1.1	1.1
Investment Reserves	6.5	2.1	5.8	1.6	6.5
Capital Receipts and/or Borrowing	6.0	11.7	5.1	9.3	4.4
Total	13.6	14.9	12.0	12.0	12.0

48. The investment programme is funded by a combination of investment reserves, capital grant received from HM Government and the use of capital receipts from disposing of assets during the year. In regard to capital receipts, all asset disposals are subject to a business case and require approval by the PCC.
49. Depending on the project, business case and life expectancy, the PCC may borrow to fund longer life assets. Any decision to borrow will be made, like all decisions, with value for money for the tax payer in mind and only when it is the most cost effective way of delivering a project. A decision to borrow will also take into account tax payer equity - where tax payers of today may be funding assets that future tax payers will use. Spreading the cost of a long term asset over its life cycle will ensure that all taxpayers who benefit from the asset contribute to the cost. This may apply to the decision to refurbish Ashford Police Station. The initial decision was to fund this project from the investment reserves; however, due to the long term life of the asset, the favourable financial conditions and the ability to free up reserves to support recruitment this may be funded through long term borrowing.
50. The overall planned investment programme has been restricted in each financial year. This is in line with the level of resources available, the capacity to deliver the projects and expenditure achieved in previous years. This provides a clear focus on the key priority projects and reduces 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. ESN), joint projects with Essex, and Kent only projects. The implementation of these IT projects is key to modernising the force and the way it works, helping to drive savings from the organisation.
51. The PCC is keen to maximise the use of the police estate and considers all options, from disposal through to refurbishment and income generation. This also includes increased collaborative working with partners, particularly Kent Fire and Rescue Service, so both organisations can benefit from efficiencies and greater understanding.

52. The PCC will hold the Chief Constable to account for the delivery of the investment programme on a regular basis throughout the year.

Professional Statement

53. It is a statutory requirement that the designated Chief Finance Officer (CFO) 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.

54. In determining the above the CFO has reviewed the financial environment and the risks facing policing in Kent and has taken the below into account.

55. The Minister's announcement of the additional funding in the settlement for 2019/20 is to be welcomed; without this, the ability of the PCC to fund additional officers would have been severely diminished. Overall, Kent received approximately £7m of additional grant funding from HM Government, but the increased pension costs alone came to £8m. This leaves Kent with a £1m budget pressure to be found and covered through the additional precept. While the additional Pension Grant is helpful, currently it is not clear whether it will be included in future year's settlements; however, advice from colleagues nationally suggests it would be prudent to assume that it will. It is somewhat frustrating to have to use additional financial resources to fund an actuarial valuation change rather than the funding being directed towards front line policing.

56. There is considerable uncertainty over HM Government's funding for policing in the future. The 2019/20 settlement was the last one under the current CSR - the next CSR is due to be finalised in summer 2019. CSRs are normally 4 year settlements, but it is somewhat unusual for a CSR to run between general elections and so it is unclear how long the new CSR will be in place for. This makes it difficult to plan financial resources over the medium term, however, the assumptions included within the MTFP are prudent and the organisation is agile enough to respond to changing levels of resources.

57. The increase in precept flexibility for 2019/20 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 the transfer of burden towards the local council tax payer and away from central government means that a number of significant budget pressures are having to be funded from the precept increase rather than central grant. It also leaves PCC's facing potential fluctuations in tax collection and the tax base that any local tax incurs.

58. This is the fourth consecutive year that PCC's have received greater precept flexibility than expected, but this flexibility has been consistent in its inconsistency with limits of £5, £12 and now £24 in the last three years alone. Due to the uncertainty, any future flexibility has not been included within the MTFP and assumptions have reverted to the pre-flexibility referendum limit of 2%. Any decision on future precept levels will be taken by the PCC at the appropriate time and with full public consultation.

59. The continued level of financial support and the additional precept flexibility has enabled the PCC to plan an increase of up to 180 police officers in 2019/20. These additional officers will provide a visible sign of the increased contribution from tax payers. By increasing officer numbers rather than absorbing all of the 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.

60. The level of reserves held by PCCs came under scrutiny during 2018/19 and the PCC for Kent was one of the first to comply with HM Government policy to publish a Reserves Strategy. This strategy is reviewed and revised each year and the latest iteration is attached at Annex 3. This sets out the PCC's prudent use of reserves over the medium term. The level of general reserves has been maintained at 3% of the net revenue budget in line with policy. This level of general reserves will account for any major event that may require recourse to HM Government's Special Police Grant which covers any major unforeseen costs incurred 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.

61. The force have a good track record in identifying savings early through effective financial management and planning, but this still leaves a pressure of £30.9m savings to be found over the next four years. While the force have always met their target the delivery of savings becomes harder each year. The initial £8.7m for 2020/21 has been identified and agreed, however, there is a risk that these savings targets may not be met over the medium term. The force have produced a medium term savings plan which seeks early opportunities to identify savings and deliver them; as a result, the risk is small and therefore no provision in reserves is made for this.
62. 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. Again the force have a good track record in meeting savings targets and would in any event cover any shortfall from in-year underspends. Whilst 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 consistently delivered underspends. This is typical of organisations with strong budget management arrangements. The force have prepared a medium term plan which sets out where and how savings may be found, and also increases the flexibility to bring forward or push back savings plans dependent on future funding settlements.
63. HM 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 after the new CSR has been agreed. As has been stated in previous budget reports this could be a significant risk to the funding received by Kent, particularly in the latter years of the MTFP. 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.
64. HM Government is currently planning for Airwave to be replaced with 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. The implementation of the new network has been delayed and this has an impact on local forces. The delay incurs additional costs to policing and it is not yet clear where these 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. 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 outlined above means that no provision is included within reserves in this budget and MTFP.
65. At the time of the budget we have assumed pay awards are capped at 2% for the four years 2019/20 to 2022/23 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 2019/20 it is assumed precept limits will return to historic levels of 2% in line with inflation forecasts.
66. 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 £64.5m over the next five years. The increased demand for capital investment coupled with the reducing ability to produce capital receipts means that the investment programme for 2019/20 and future years has been capped. Even with this, the expenditure is increasingly reliant on the sale of assets in-year. This increases the risk that funding may not be available for the investment programme. This risk is being managed in two ways. Firstly, the PCC will review the capital projects that come forward as part of the plan and determine whether borrowing to fund the project may be the most effective and efficient use of resources. This is likely to be used sparingly and for long life estate projects, such as Ashford Police Station or potentially longer life IT schemes. Any decision to borrow will be fully costed to ensure affordability, efficiency and tax payer equity. Secondly, a £1m revenue contribution to capital outturn is being introduced in 2020/21. This contribution will be increased by £1m each year over the medium term. This contribution will be used to fund a number of routine programmes, such as vehicle replacement and building maintenance that occur every year.

67. 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.
68. At the time of writing it is still unclear as to the form that Brexit will take and therefore the impact that it will have on policing and in particular Kent. 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. The PCC has already managed to secure additional funding from the Treasury towards the costs incurred by Kent in preparing for Brexit with an initial £0.85m being received in 2018. The PCC also secured a commitment to fund future preparation costs and a further payment is due in February. With the additional funding received, and a commitment to fund future costs, there is no need to hold funds aside in reserves to cover the impact of Brexit. However, should leaving the EU have any unexpected impact or costs then this would be managed through the general reserves. The unknown impact of Brexit on the economy and in particular asset prices means that the option to fund the capital investment through some limited borrowing is a prudent approach to managing the risk.
69. The force and the Office of the Kent PCC (OKPCC) 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 OKPCC, from both existing and newer threats. Examples of the latter include the local response to terrorism, child sexual exploitation, organised crime and cybercrime. Within the OKPCC, on-going strategic risks relate to ensuring the core statutory functions of the PCC are met; this includes overall financial governance and value for money.
70. Overall, I have considered the level and need for reserves against the strategic risk registers of the force and the OKPCC. 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 2019/20 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 2019

Supporting information:

Annex 1 - Commissioning Plan 2019/20

Annex 2 - Summary of Medium Term Financial Plan, 2018/19 to 2023/24

Annex 3 - Reserves Strategy

Annex 4 - Capital Strategy

Kent Police & Crime Commissioner

Commissioning Plan 19/20

Strategic Overview

Administration

- Implementation of an overall funding / contracts register that is accessible to all staff in Office of the Police and Crime Commissioner (OPCC), which lists all organisations funded, dates funded, project and amount funded including a brief comment as to why funding was discontinued where necessary. This register will also keep a track of active funding applications and queries.
- The grant terms and conditions will be consistent for all services, projects or initiatives funded and will be issued at application and or grant offer stage depending on the funding stream.
- Revision of the grant terms and conditions to include additional requirements such as:
 - Clarification on the use of the PCC's logo and requirement of its removal from communications and literature once funding ceases
 - Stipulation that no more than 10% of the funding requested should be allocated to core costs
 - That in applying and accepting any subsequent grant offer they are automatically accepting the conditions of the grant
 - A financial assessment will form part of the application process, which includes consideration of turnover vs value of the grant
 - Improve the requirement for a complaints process and the reporting of serious incidents
 - Refresh and enhance the conditions related to Safeguarding / Child Sexual Exploitation / Mental Health / Substance Abuse / Extremism and Radicalisation / Modern Day Slavery Statement
 - Requirement to notify, in advance, of any changes to business structures e.g. selling part of company / subcontracting
 - Inclusion of the right for the OPCC to undertake ad hoc process audits to ensure compliance with grant conditions and/or effectiveness of service delivery
 - For commissioned victim services there will be a specific condition requiring their services to provide support to victims or immediate family members who are involved or affected by a major incident.

1. Crime Reduction Grant

Community Safety Partnerships (CSPs)

- Will receive the same funding amount as 18/19.
- Focus will be on delivering projects aligned to the Violence Reduction Challenge (VRC).
- Business cases must be submitted prior to the 15 March 2019, with spend being approved by the PCC prior to the funding being released.
- One third of the overall funding can be allocated to a tactical pot to deliver responsive projects aligned to the VRC throughout the year. The PCC will approve spend on these projects on submission of a business case.
- Projected outcomes to be achieved must be included in the business case. Monitoring of the projects funded will then be required in early 2020.
- The PCC reserves the right, if on review of the business cases or tactical pot projects it is identified there is an overlap across multiple CSP areas or the same providers are being funded to deliver similar projects, that funding may be retained by the OPCC. The PCC will then fund the project or provider directly to ensure consistency of approach and value for money.

Third Parties (Youth Offending, Drug & Alcohol Action Teams etc.)

- Will receive the same level of funding as 18/19.
- Engagement will be undertaken with Kent Police to establish whether they would like a particular area of focus from those organisations funded e.g. how the funding can be used to direct change, improve working practices or respond to particular areas of need.

- Organisations will be asked to consider how they can support VRC when allocating the PCC's grant to projects.
- Business cases must be submitted by 15 March 2019, with spend being approved by the PCC prior to the funding being released.
- The tactical pot element available for 18/19 will be removed as not utilised during that financial year.
- Projected outcomes to be achieved must be included in the business case. Monitoring of the projects funded will then be required in early 2020.
- There will be greater engagement and scrutiny on delivery and spend from the OPCC.

Other

- National Ugly Mugs campaign - ending violence against sex workers

2. Mental Health Support Projects – Grant Agreements / Arrangements

The following providers will continue to be funded during 2019/20 based on the funding levels contained within their current agreements.

Grant Agreements / arrangements will be re-issued where extensions are provided and this will include the reporting requirements for each project. However, reporting will be undertaken quarterly as a minimum. 2019/20 will be the final year of funding for these projects.

- **FCR MIND Workers** - grant commenced on 1 October 2018 for 1 year. Potential for a 6 month extension to 31 March 2020 depending on performance and Kent Police's requirements.
- **Maidstone & Mid Kent MIND Crisis Café** - grant commenced on 1 October 2018 for 1 year to 30 September 2019. Potential for 6 month extension to 31 March 2020, depending on performance and delivery.
- **West Kent MIND Crisis Café** - grant commenced on 1 October 2018 for 1 year to 30 September 2020. Potential for a 6 month extension, to 31 March 2020 depending on performance and delivery.
- **Safe Haven Bus Medway** - grant commenced on 1 April 2018 for 1 year to 31 March 2019. Grant extension to be offered from 1 April 2019 to 31 March 2020, subject to completion of satisfactory monitoring. The grant to be paid directly to Medway Street Pastors for 19/20.

3. Mental Health & Policing Fund

The organisations who were successful in obtaining funding during 18/19 will be offered a continuation grant for 19/20. This offer is subject to the completion of satisfactory monitoring and will be at the same level of funding they received during 18/19.

19/20 will be the last year that the Mental Health & Policing Fund will be available and organisations will be made aware that they need to explore alternative funding options from 1 April 2020.

Payment will be made in two equal instalments, the first on submission of year-end monitoring for 18/19 and the second at the mid-year point. There will also be a requirement to submit year-end monitoring in April 2020.

4. Safer in Kent Fund

This fund will not run during 19/20.

Organisations in receipt of funding during 18/19 will be notified in early 2019 that this fund will not be available beyond 31 March 2019 and they will need to consider alternative funding sources for their projects.

5. Victim Specialist Services (VSS) Fund

Applications will be invited from services supporting victims to apply from a maximum of £50,000 per project. Where possible bidders should ensure that delivery of the service covers Kent and Medway. Bids will be accepted for projects focused on district-based delivery but this should be reflected in the total amount of funding requested.

Bids must demonstrate how they meet the VSS criteria:

- Meet the support needs of victims or, as appropriate, family members and act in their interests;
- Be free of charge and confidential;
- Be non-discriminatory (including being available to all regardless of residence status, nationality or citizenship);
- Be available whether or not a crime has been reported to the police;
- Be available before, during and for an appropriate time after any investigation or criminal proceedings;
- Demonstrate collaborative working with other providers to ensure joined up service delivery and referral pathways;
- Demonstrate innovative and evidence based working practices;
- Show an understanding and ability to respond to emerging trends, crime types and new working practices; and
- Deliver clear outcome reporting.

Bids that overlap with existing services directly commissioned by the PCC, or where services are being commissioned by another agency but the PCC provides funding towards, will not be supported.

The VSS will be open for applications on 21 January 2019 to enable services to go live on 1st April 2019 but no later than 30 April 2019. The closing date for applications is 12pm on 22 February 2019, with bidders being notified of the outcome no later than 25 March 2019.

Payment will be made in two equal instalments, the first on approval of the funding application and the second at the mid-year point. There will also be a requirement to submit mid-year and year end monitoring.

Other Victim Services Funding

- **Brake** - the road safety charity
- **Domestic Homicide Reviews**
- **Kent County Council Integrated Domestic Abuse Service**

6. Violence Reduction Challenge (VRC)

To support the delivery of the PCC's VRC a bespoke funding pot will be made available to support projects identified through the recommendations made by the VRC. The projects will align to the four themes of the VRC:

- Prevention
- Engagement / Education
- Enforcement
- Rehabilitation

The application and approval process will need to be defined in 19/20. However, to ensure consistency of funding processes it will likely follow the VSS format. This fund will either be open throughout 19/20 for applications to be made by eligible projects or run as a one-off funding round.

Projects confirmed for funding

- **St Giles Trust** - County Lines Project
- **Victim Support Innovation Fund** - will focus on supporting victims affected by violent crime

7. Commissioned Services

Core Victim Referral and Support Service

This contract is awarded to Victim Support and delivery commenced on 1 April 2016. This is a 3 year contract with the option to extend for a further 3 years on a yearly basis. A 1 year extension has been granted from 1 April 2019. A decision to be taken on a further 1 year extension in the autumn of 2019.

Restorative Justice Service

This contract is awarded to Restorative Solutions and delivery commenced on 1 October 2019. This is a 3 year contract, with the option to extend for a further 3 years on a yearly basis. A decision to be taken on offering a 1 year extension to be taken in October 2020.

Independent Sexual Violence Adviser & Sexual Violence Support Service

This contract is awarded to Family Matters and delivery commences on 1 April 2019 for 3 years, with the option to extend for a further 3 years on a yearly basis. A decision to be taken on offering 1 year extension to be taken in autumn 2022.

8. Preventative & Engagement Projects

Grant Funded Projects

- **Amelix 'Is it worth it' School Tours** - 1 year grant from 1 October 2018 to 30 September 2019. Decision will be taken in July 2019 as to whether the grant will be extended for a further 12 months from 1 October 2019.

9. Funding Opportunities

The OPCC will pro-actively seek opportunities to secure additional funding to deliver services, projects or initiatives that support the PCC's priorities. This may include developing joint bids and working with other partners who have access to wider funding sources.

Horizon scanning for central government funding opportunities during 19/20 will also be undertaken. This will include, but not be limited to, considering the options for a partnership bid to the Youth Endowment Fund.

10. Building Capacity and Capability

The victim services grant from the Ministry of Justice includes the ability to build capacity and capability with providers. The aim being that this will support quality service delivery, improved funding applications and outcome reporting. The OPCC will consider options to support this work during 19/20. Investment in this area may also support providers in securing funding from other sources to deliver which will increase the availability of services.

	Actual 2018/19	Inflation or Growth	Savings	Forecast 2019/20	Inflation or Growth	Savings	Forecast 2020/21	Inflation or Growth	Savings	Forecast 2021/22	Inflation or Growth	Savings	Forecast 2022/23	Inflation or Growth	Savings	Forecast 2023/24
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Expenditure																
Pay (Officers and Staff)	261.7	10.4	0.0	272.1	8.1	0.0	280.2	8.3	0.0	288.5	8.5	0.0	297.0	8.6	0.0	305.6
Overtime	5.9	0.2	0.0	6.1	0.2	0.0	6.3	0.2	0.0	6.5	-0.2	0.0	6.3	0.0	0.0	6.3
Premises	20.6	0.5	0.0	21.1	0.4	0.0	21.5	0.4	0.0	22.0	0.4	0.0	22.4	0.4	0.0	22.8
Transport	6.2	0.1	0.0	6.3	0.1	0.0	6.4	0.1	0.0	6.6	0.1	0.0	6.7	0.1	0.0	6.8
Other non pay costs including IT, supplies etc.	33.4	0.8	-0.8	33.4	0.7	0.0	34.1	0.7	-0.4	34.4	0.7	-0.4	34.7	0.7	0.0	35.4
Cost of the OPCC	1.3	0.0	0.0	1.3	0.0	0.0	1.4	0.0	0.0	1.4	0.0	0.0	1.4	0.0	0.0	1.4
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	0.0	0.0	4.2
New Pressures																
Pension Costs	0.0	8.0	0.0	8.0	0.0	0.0	8.0	0.0	0.0	8.0	0.0	0.0	8.0	0.0	0.0	8.0
Motor Insurance Premium Increase	0.0	1.1	0.0	1.1	0.0	0.0	1.1	0.0	0.0	1.1	0.0	0.0	1.1	0.0	0.0	1.1
Body Worn Video	0.0	0.8	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8	0.0	0.0	0.8
Increased ERSOU Charges	0.0	0.2	0.0	0.2	0.4	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6
Forensic Cost increase	0.0	0.3	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3
Establishment of Records Management Team	0.0	0.4	0.0	0.4	0.0	0.0	0.4	0.0	0.0	0.4	0.0	0.0	0.4	0.0	0.0	0.4
PEQF	0.0	0.0	0.0	0.0	0.3	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3	0.0	0.0	0.3
Revenue Contribution to Capital Outturn	0.0	0.0	0.0	0.0	1.0	0.0	1.0	1.0	0.0	2.0	1.0	0.0	3.0	1.0	0.0	4.0
Other Posts	0.0	0.6	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.6
Mobile Policing Revenue Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.7	0.0	1.7	0.0	0.0	1.7	0.0	0.0	1.7
Additional Officers																
New Horizon 3	0.0	7.0	0.0	7.0	0.4	0.0	7.4	0.4	0.0	7.8	0.4	0.0	8.2	0.2	0.0	8.4
Savings																
Savings Achieved	0.0	0.0	-9.7	-9.7	0.0	0.0	-9.7	0.0	-8.7	-18.4	0.0	-9.4	-27.8	0.0	-6.4	-34.2
Total Gross Spending	333.3	30.4	-10.5	353.2	11.7	0.0	364.9	12.9	-9.1	368.7	11.0	-9.8	369.9	11.1	-6.4	374.6
less Income:																
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	0.0	0.0	2.1
Specific Grants - Counter Terrorism	13.0	0.3	0.0	13.3	0.3	0.0	13.6	0.3	0.0	13.9	0.3	0.0	14.2	0.3	0.0	14.5
Locally Generated Income	20.0	0.6	0.0	20.6	0.3	0.0	20.9	0.4	0.0	21.3	0.4	0.0	21.7	0.4	0.0	22.2
Contribution from Reserves - new policies	7.8	-7.8	3.6	3.6	-3.6	2.5	2.5	-2.5	1.1	1.1	-1.1	0.7	0.7	-0.7	0.7	0.7
Reduction in Protective Services Grant	0.0	-0.2	0.0	-0.2	0.0	0.0	-0.2	0.0	0.0	-0.2	0.0	0.0	-0.2	0.0	0.0	-0.2
Total Net Spending	290.4	37.5	-14.1	313.8	14.7	-2.5	326.0	14.7	-10.1	330.5	11.4	-10.5	331.4	11.1	-7.1	335.4
Savings (Required)/ Overachieved	0.0			0.0	0.0	-8.7	-8.7	8.7	-9.4	-9.4	9.4	-6.4	-6.4	6.4	-6.4	-6.4
Total Net Spending after savings	290.4			313.8			317.3			321.1			325.0			329.0
Funding:																
General Policy and Legacy Council Tax grants	183.8	3.6	0.0	187.4	0.0	0.0	187.4	0.0	0.0	187.4	0.0	0.0	187.4	0.0	0.0	187.4
Assumed Increase in grant to cover pensions	0.0	3.4	0.0	3.4	0.0	0.0	3.4	0.0	0.0	3.4	0.0	0.0	3.4	0.0	0.0	3.4
Estimated Council Tax Surplus	1.5	-0.4	0.0	1.2	-0.2	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	1.0
Council Tax Precept	105.1	16.8	0.0	121.9	3.7	0.0	125.5	3.8	0.0	129.3	3.9	0.0	133.2	4.0	0.0	137.2
Total Net Financing	290.4	23.4	0.0	313.8	3.5	0.0	317.3	3.8	0.0	321.1	3.9	0.0	325.0	4.0	0.0	329.0
Council Tax Base	621,225			630,928			637,237			643,609			650,045			656,546
Band D Precept	169.15			193.15			196.99			200.91			204.91			208.99
£ Increase in Precept	12.00			24.00			3.84			3.92			4.00			4.08
% Increase in Precept	7.64%			14.19%			1.99%			1.99%			1.99%			1.99%
% Growth in Tax Base	2.0%			1.6%			1.0%			1.0%			1.0%			1.0%

Kent Police and Crime Commissioner

Reserves Strategy 2019/20

Introduction

1. An important element of the PCC's overall financial strategy is the use of reserves over the life of the Medium Term Financial Plan (MTFP). How and why the PCC holds reserves is outlined in this Reserves Strategy which is reviewed and updated annually.
2. The reserves strategy has always been published as part of the Police and Crime Plan and Budget Papers reported to the Police and Crime Panel in February each year. This forms part of the overall financial environment taken into account when the PCC sets the level of precept.

Background

3. Reserves are used by the PCC both for the annual budget and over the medium term as part of an overall medium term financial strategy. There are a number of legislative safeguards in place that help prevent the PCC from over-committing financially. These include:
 - The requirement to set a balanced budget as set out within the Local Government Finance Act 1992.
 - The requirement for the PCC to make arrangements for the proper administration of their financial affairs and the appointment of a Chief Finance Officer (CFO), or Section 151 Officer to take responsibility for the administration of those affairs.
 - The requirements of the Prudential Code, Treasury Management in Public Services Code of Practice and the Financial Management code of Practice.
 - The CFO's duty to report on the robustness of estimates and the adequacy of reserves when the PCC is considering the budget requirement.
4. This is reinforced by Section 114 of the Local Government Act 1988 which requires the CFO to report to the PCC, Police and Crime Panel and the External Auditor if there is, or likely to be, unlawful expenditure or an unbalanced budget. This would include situations where the PCC does not have sufficient resources to meet expenditure in a particular year or where reserves have become seriously depleted.
5. The Local Government Finance Act 1992 also requires PCCs as a 'precepting' authority to have regard to the level of reserves needed to meet estimated future expenditure when calculating the budget requirement.
6. It should be noted that there is no defined minimum level of reserves that PCC's should hold. Local circumstances in terms of resourcing, expenditure and demand vary significantly across the country and so the level of reserves held is a judgement by the PCC with advice from the CFO, taking into account all local and national circumstances.

Financial Regulations

7. The Kent Police Financial Regulations set out the key responsibilities for the CFO, Chief Constable and the PCC in regard to reserves and how they are used and maintained.

Reserves Strategy

8. The PCC holds reserves for three reasons:
 - a) As a general contingency against unknown or unforeseen events
 - b) To manage strategic risks in the organisation
 - c) To manage change within the organisation
 There are also a number of specific named reserves held for statutory reasons.

9. 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 interests of the council tax payer, the PCC will where possible build up and maintain a level of reserves for investment, borrowing only where the life of the asset and economic environment make it the most efficient way of financing investment.
- The PCC will take a long term approach to protecting, maintaining and investing in all assets, supporting policing in 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.

Reserve Levels

10. The total general and earmarked reserves are expected to be £29.1m as at the 1 April 2019. Of this, general reserves will amount to £9.4m or broadly 3% of the net budget. This is in line with the current strategy of holding the equivalent of 3% of the net revenue budget for general contingency. This increases over the medium term as the net revenue budget increases.
11. The remaining reserves are all earmarked. It should be noted that only £6.5m of those total earmarked reserves, are there to support investment and capital spending over the medium to long term. The balance of capital investment in 2019/20 will be funded from asset sales during the year and where appropriate borrowing. Over the medium term a revenue contribution to capital will be introduced in 2020/21 to support future capital investment.
12. The PCC has continued his commitment in 2019/20 of making £2m from reserves available to support the recruitment of new police officers and staff. This alongside a provision for ill health retirements, the innovation task force and other budget support means £3.6m will be used during 2019/20.
13. The PCC has notified the Chief Constable that any in-year underspends may be used in the first instance to support recruitment of the additional officers and staff. If this is not required, any underspends will be taken back into reserves in order to mitigate risks over the medium term and support the investment programme. Any in-year reallocation of underspends will only be considered by the PCC where an exceptional business case is made.
14. The reserves position over the medium term is set out below:

Table 1: Reserves

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Reserve	£m	£m	£m	£m	£m	£m
General	8.8	9.4	9.5	9.6	9.8	9.9
Funding Risk	3.7	3.0	1.6	0.7	0.3	0.1
Insurance	3.1	3.1	3.1	3.1	3.1	3.1
Change Management	10.6	5.2	1.3	0.0	0.1	0.1
Investment Reserve (capital & revenue)	22.7	6.5	2.1	5.8	1.6	6.5
PCC	1.1	0.9	0.8	0.7	0.7	0.7
POCA	1.0	1.0	1.0	1.0	1.0	1.0
Total	51.0	29.1	19.4	20.9	16.6	21.4

15. The reserves are held for the following:

- a) **The 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. The Special Grant scheme usually only accepts applications from those PCC's who have incurred costs greater than 1% of their net revenue budget. This reserve covers two such instances plus a further 1% for unknown and unexpected costs.

- b) **Funding risk** is used to mitigate changes in funding levels. This reserve also funds natural fluctuations in bank holiday pay, partnership funding and our partner authorities in their attempts to increase the tax base and reduce fraud in council tax collection.
 - c) **The 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. This is reviewed annually.
 - d) **Change management** is held to help fund projects that will enhance policing in Kent and provide financial savings to the organisation. It also 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 medium and 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 own budget to fund innovative projects to help transform policing and fund local 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.
16. Over the medium term, taking all the plans and provisions into account, total earmarked reserves are expected to fall to £21.4m, a reduction of 58% from the level held at the beginning of 2018/19. In part, this is due to reserves being used to support the budget, ill health retirements and the ongoing investment programme.
17. The expenditure from the investment reserve is increasingly reliant on in-year asset disposals being realised and available to spend. A £1m revenue contribution to capital is being introduced in 2020/21 to support the investment programmes maintenance projects and this will increase by £1m each year over the medium term. Any fluctuations in asset disposals may mean a reduction in investment, or where appropriate for long term projects, a need to borrow.

Home Office Classification

18. The Home Office sets out clear guidance on publishing the reserves strategy. It also states that the information on each revenue reserve should make clear how much of the funding falls into one of the following three categories

Classification	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Funding for planned expenditure on projects and programmes over the period of the current MTFP	36.6	14.4	4.8	6.3	1.8	0.0
Funding for specific projects and programmes beyond the current planning period	0.2	0.2	0.2	0.2	0.2	6.7
Funding held as a general contingency or resource to meet other expenditure needs in accordance with sound principles of financial practice	14.0	14.4	14.4	14.4	14.6	14.7

19. Further details of the PCC's reserves can be found in Annex i.

Summary of Reserves Position									
	Classification	18/19	19/20	20/21	21/22	22/23	23/24	Reason	Planned Use
		£m	£m	£m	£m	£m	£m		
General	Contingency	8.8	9.4	9.5	9.6	9.8	9.9	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 expect to hold. Therefore there is no planned use of these reserves. However, the increase in the net budget means this reserve increases over the medium term.
Funding Risk	Planned	3.7	3.0	1.6	0.7	0.3	0.1	Policing receives one year settlements. This makes it difficult to forecast future spending levels. There is the uncertainty of a CSR during 2019/20. There are 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 support the budget in times of funding changes (both increases and decreases) to avoid precipitous decisions being made.	This reserve is planned to be used during 2019/20 to support the budget. Future years includes some use for fluctuating bank holiday pay, partnership funding and supporting local authorities council tax collection rates and tax base.
Insurance	Contingency	3.1	3.1	3.1	3.1	3.1	3.1	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 over the medium term as it mitigates against large insurance claims of which we currently do not have any. This may fluctuate over the medium term depending on our advisors advice.

Change Management	Planned	10.6	5.2	1.3	0.0	0.1	0.1	With changing demand and resourcing levels the Force are undergoing significant change. This reserve is 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.	This fund will be used over the medium term to cover estimated costs of ill health and redundancies and investment into recruiting new police officers.
Investment	Planned	22.7	6.5	2.1	5.8	1.6	6.5	This 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. This reserve funds the revenue investment involved in our investment programme. 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.	This reserve is planned to be used over the medium term. It will fund the investment programme for Kent Police. It will be bolstered during the year by capital receipts from the sale of assets.
Police and Crime Commissioner	Planned	1.1	0.9	0.8	0.7	0.7	0.7	This reserve holds funds set aside from the PCCs budget to fund innovative projects to help transform policing and fund local priorities.	This is planned to be used on supporting the recruitment of police officers.
POCA	Planned	1.0	1.0	1.0	1.0	1.0	1.0	Proceeds of Crime Act reserve is a portion of the proceeds 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.	The use of this reserve is discussed at the POCA board. No plans to use are currently identified. It also supports any shortfall in funding for our POCA investigators.
Total Reserves		51.0	29.1	19.4	20.9	16.6	21.4		

KENT POLICE AND CRIME COMMISSIONER**CAPITAL STRATEGY****1. Purpose**

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires Police and Crime Commissioners (PCCs) to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Kent PCC and Kent Police and forms part of the integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term Kent Police is used to refer to the activities of both the PCC and the force.

2. Scope

This Capital Strategy includes all capital expenditure and capital investment decisions for Kent Police. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

3. Capital Expenditure

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to Kent Police generally for a period of more than one year, e.g. land and buildings, ICT, equipment and vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital programme is Kent Police's plan of capital works for future years, including details on the funding of the schemes.

4. Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flow and debt management activity, and ultimately represents balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Annual Treasury Management Strategy Statement.

The CIPFA Treasury Management Code recognises that some organisations are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all police bodies, Kent Police does not have a General Power of Competence which gives councils the power to do anything an individual can do provided it is not prohibited by other legislation and as such, is prevented from entering into commercial investment activities.

5. Links to other corporate strategies and plans

The PCC produces his Police and Crime Plan every four years. The current version, is Safer in Kent: The Community Safety and Criminal Justice Plan 2017 to 2021.

The PCC and the Chief Constable have produced a Joint Vision which is supported by the Chief Constable's Policing Model.

To support these overarching documents a number of interrelated strategies and plans are in place, such as the Medium Term Financial Plan (MTFP), Medium Term Capital Plan (MTCP), Reserves Strategy, Asset Management Plan and the Treasury Management and Annual Investment Strategy.

The operation of all these strategies and plans is underpinned by the Code of Corporate Governance and Financial Regulations.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

6. The Capital Budget Setting Process

Kent Police is committed to rolling medium term revenue and capital plans that also cover the same period. The plans are drawn up, reassessed and extended annually and if required re-prioritised to enable Kent Police to achieve the aims and objectives established in the Police and Crime Plan, the force's policing model and to support national drivers like the National Policing Vision 2025.

The MTCP provides Kent Police infrastructure and major assets through capital investment, enabling Kent Police to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile.

Key focus of the Capital Programme:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites, improving core training facilities and progressing the Asset Management Plan.
- To ensure provision is made for ICT and Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance and replacement of other core assets where necessary, e.g. vehicles and communication infrastructure.

The plans acknowledge the constrained financial position of Kent Police and maximise both the available financial resources and the capacity that the force has to manage change projects.

7. Collaboration and Wider Sector Engagement.

Although Kent Police has its own Capital Strategy and MTCP, the natural drivers that encourage local and regional forces to collaborate, such as cost and resource sharing, along with structured collaborations and national plans, can have a significant influence on local decision making.

One of the focal points therefore of Kent Police's Capital Strategy is to acknowledge regional and national partnership working, both with other forces/PCCs and in the wider context of engagement with Local Authorities and Councils, other Emergency Services and the Crown Prosecution Service, to improve overall service to the public.

8. Affordability and Financial Planning.

Prior to submission of the draft MTCP in late autumn, a significant amount of financial work will have already been undertaken on Revenue budgets. This work will have identified the potential financial position for Kent Police in respect of the coming medium term, taking into account core known information and stated assumptions.

The work will include forecasts on inflation, committed growth requirements, forecast productivity and efficiency savings, assumptions around grant and council tax funding and any other information introduced during the budget process.

The revenue financial position is also influenced by the Capital Bid process and the MTCP – in terms of both revenue consequences of capital programmes and also through the ability or requirement to financially support capital investment, either through direct financing or borrowing.

9. Capital Sustainability.

Kent Police's financial position is changing. For many years Kent Police has benefitted from substantial capital reserves, supported by the sale of assets or from revenue reserves built up over a number of years from in-year revenue underspends.

Looking ahead over the medium term the ability of Kent Police to maintain its current level of expenditure on capital funded from accumulated reserves or the sale of assets becomes limited. The prudent use of reserves over the medium term, the reducing level of underspends (if any) and the reducing number of assets available for sale means that alternative ways of funding the capital programme need to be considered. With this in mind Kent Police are introducing a Revenue Contribution to Capital Outturn (RCCO) to set aside an increasing level of revenue expenditure over the medium term to provide revenue funding for short life programmes. For longer term projects, namely asset builds, then consideration will be given to borrowing or direct financing.

The Kent Police Strategy is therefore to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings in the future through more efficient and mobile use of police personnel, enabled by improved Information and Communication Technology systems and other core infrastructure, e.g. connected vehicle fleet and building assets.

Its investment strategy will also be influenced by, and take account of national visions for policing, regional and local priorities.

10. The Formal MTCP Approval Process

As indicated, the PCC receives the updated Capital Programme in January each year as part of the overall suite of budget reports.

The PCC approves the funding levels in February each year. The taking of loans, if required, then becomes a decision for the PCC's Chief Finance Officer (PCCCFO) in conjunction with the Force Chief Finance Officer (FCFO) who will decide on the basis of the level of reserves, current and predicted cashflow, and the money market position whether borrowing should be met from internal or external sources.

Once the PCC has approved the capital programme, then expenditure can be committed against these high level schemes subject to a full business case being submitted, normal contract procedure rules and the terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by PCC the capital programme expenditure is then monitored on a regular basis through regular financial monitoring reports and reported at the PCC's Performance and Delivery Board on a quarterly basis.

11. Individual Project Management

Capital Projects are subject to high levels of scrutiny. This varies dependant on the type of project and may be influenced by size or the makeup of regional involvement. Each project will have a Project Manager and potentially a team to implement it.

Typically projects will have a dedicated Project Board, which, if part of a larger programme may sit under a Programme Board. Programme and Project Boards will have a Senior Responsible Officer or Chair Person.

Detailed oversight is further provided through the ICT Project Management Office, Strategic Estate Groups and Force Change Boards.

Regional Projects or Programmes may also report into Regional Boards.

12. Monitoring of the capital programme

The FCFO will submit capital monitoring reports to the Chief Officer Senior Management Team and the PCC on a regular basis throughout the year. These will usually be submitted to the quarterly Capital Monitoring Board. These reports will be based on the most recently available financial information. These monitoring reports will show spending to date and compare projected income and expenditure with the approved capital budget.

For proposed in-year amendments to the annual capital budget, for schemes not already included in the MTCP, the Director of Finance will prepare a business case for submission to the PCC for consideration and approval, including details on how the new scheme is to be funded.

Monitoring reports presented and discussed with the PCC at his Performance and Delivery Board meeting with the Chief Constable are published on his website.

In addition, for those business change programmes where a formal Board has been established, a detailed scheme monitoring report is presented to each Board meeting.

13. Multi-Year Schemes

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per year is known. This is called a cash flow projection or budget profiling.

The approval of a rolling multi-year capital programme assists Kent Police stakeholders in a number of ways. It allows the development of longer term capital plans for service delivery. It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes. It also allows greater integration of the revenue budget and capital programme. It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

14. In-year Changes to the Capital Programme

A MTCP is produced which shows all planned expenditure over the next 5 years. This plan will include a schedule to show how the planned expenditure is likely to be funded subject to business case approval.

A separate annual capital budget is produced before the start of the financial year. Initially this budget will only include ongoing schemes from previous years as well as annual provisions such as vehicles, plant and equipment. Additional schemes from the MTCP are included in the annual budget after tenders have been accepted and timescales are known.

15. Funding Strategy and Capital Policies

This section sets out Kent Police policies and priorities in relation to funding capital expenditure and investment.

15.1 Government Grant

The police service only receives limited financial support from the Home Office; annual capital grant is currently approximately £1m per annum. This grant is not hypothecated and can be carried forward if not spent in the year of receipt.

15.2 Capital Receipts

A capital receipt is an amount of money which is received from the sale of an item on the fixed asset register. This can only be spent on other capital expenditure and cannot be used to fund revenue items.

These capital receipts, once received, are used to finance the capital programme. The pool of assets available for sale is declining.

15.3 Revenue Funding

Recognising that the pool of assets available for sale is declining a RCCO is seen as a sustainable funding alternative. This will begin in 2020/21 and an appropriate provision for RCCO is included.

15.4 Prudential Borrowing

Local Authorities, including police bodies, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so Kent Police needs to ensure it can fund the repayment costs. The authority's Minimum Revenue Provision (MRP) Policy sets out a prudent approach to the amount set aside for the repayment of debt.

In recent years, Kent Police have consistently avoided external borrowing by using internal resources (reserves, capital receipts), however, the reduction in resources available may mean that for long term estate projects external borrowing would be more appropriate.

15.5 Reserves and balances

Unspent capital grant and capital receipt monies can be carried forward in the Balance Sheet until they are required to fund the capital programme. Kent Police also hold revenue reserves built up over a number of years to fund elements of the capital programme.

15.6 Leasing

Kent Police may enter into finance leasing agreements to fund capital expenditure. However, a full option appraisal and comparison of other funding sources must be made and the FCFO and the PCCCFO must both be satisfied that leasing provides the best value for money method of funding the scheme before a recommendation is made to the PCC.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

16. Procurement and Value for Money

Procurement is the purchase of goods and services. Kent Police has a joint Procurement Section with Essex Police and are now part of the 7F procurement project that ensures that all contracts, including those of a capital nature, are legally compliant and best value for money.

It is essential that all procurement activities comply with prevailing regulations and best practice as set out in the Code of Corporate Governance, which includes Contract and Financial Regulations. Guidance on this can be sought from the Procurement team.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

17. Partnerships and Relationships with other Organisations

Wherever possible and subject to the usual risk assessment process Kent Police will look to expand the number of capital schemes which are completed on a partnership basis and continually look for areas where joint projects can be implemented. In support of this initiative Kent Police has a joint ICT Department with Essex Police and a number of ICT and business change programmes are being delivered collaboratively.

Where Kent Police procures capital items on behalf of other consortium partners only Kent Police related expenditure which will be included in the fixed asset register will be included in the MTCP and the annual capital budget.

18. Management Framework

The PCC has given legal consent for the Chief Constable to own short life assets, such as ICT, equipment and vehicles. On a day to day basis, the Head of Property manages the estate on his behalf.

The FCFO manages the MTCP and the annual capital budget and provides regular updates at the Chief Officer Strategic Meeting (COSM) where, collectively, Chief Officers maintain oversight of planned expenditure.

The PCCCFO is responsible for developing and then implementing the Treasury Management Strategy Statement, including the Annual Investment Strategy.

During the budget preparation process, COSM take a strategic perspective to the use and allocation of Kent Police capital assets and those within its control in planning capital investment. They receive reports on proposed capital projects and make formal recommendations to the PCC during the development of the capital programme.

Having approved the MTCP and the annual capital budget in January each year the PCC formally holds the Chief Constable to account for delivery of capital projects at the Performance and Delivery Board meetings.

19. Performance Management

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, the Chief Constable is required to check that outcomes have been achieved.

Post scheme evaluation reviews should be completed by Kent Police for all schemes over £0.5 million and for strategic capital projects.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects.

20. Risk Management

Risk is the threat that an event or action will adversely affect Kent Police's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of Kent's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in complex and costly business change programmes.

Kent Police accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the Police and Crime Plan and will seek to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, Kent Police will seek to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The FCFO and the PCCCFO will report jointly on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialist advice to enable them to reach their conclusions.

20.1 Credit Risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot complete the agreed contract. Accordingly, Kent Police will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

20.2 Liquidity Risk

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.

20.3 Interest Rate Risk

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.4 Exchange Rate Risk

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.5 Inflation Risk

This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

20.6 Legal and Regulatory Risk

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective, or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, Kent Police will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

20.7 Fraud, Error and Corruption

This is the risk that financial losses will occur due to errors, fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. Kent Police has a strong ethical culture which is evidenced through our values, principles and appropriate behaviour. This is supported by the national Code of Ethics and detailed policies such as Anti-Fraud and Corruption and Declaration of Interests.

21. Other Considerations

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

February 2019

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Crime Data Integrity re-inspection 2018
Date: 6 February 2019



Introduction:

1. As outlined in the 'Safer in Kent' Plan, the PCC expects Kent Police to have the right resources with the right skills to investigate, and where possible, bring to justice those who harm individuals and businesses. To do so though, there is an explicit expectation that when a crime is reported, it is recorded accurately.
2. Further to previous reports submitted to the Panel, this paper updates on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)¹ most recent re-inspection of Crime Data Integrity.
3. It also outlines how the PCC, in discharging his statutory responsibilities, has held the Chief Constable to account and will continue to do so in the future.

Background:

4. On 20 July 2017, the Panel received a report setting out Kent Police's record in relation to HMICFRS Crime Data Integrity inspections.
5. For reference, a summary is provided below:
 - February 2013 - the previous PCC commissioned an inspection to determine whether the people of Kent could have confidence in the Force's crime figures. HMICFRS found that Kent Police was recording approximately 90% of crime correctly and had a target-driven culture. Their judgment was that 'appreciably more needed to be done before the people of Kent could be confident that the crime and resolution figures published by the Force were as accurate as they should be'.
 - January 2014 - interim report published that found Kent Police was recording 96% of crime accurately and had also moved away from a target-driven performance culture to one focused on outcomes and quality of service. Their judgment was that the Force had made significant improvements, but they needed to be sustained over a longer period of time before the people of Kent could be confident in the crime and resolution figures published by the Force.
 - November 2014 - third inspection report published which found that Kent Police was recording 96% of crime accurately. HMICFRS also found no evidence to suggest any remaining pressure to meet numerical performance targets, concluding the people of Kent could have confidence in Kent Police's crime figures, although the Force needed to maintain focus and continue making improvements.
 - June 2017 - HMICFRS found that Kent Police had not maintained the standards of accuracy reported in November 2014 and were graded 'Inadequate'. Based on an examination of crime reports for the period 1 June to 30 November 2016, they estimated that the Force failed to record over 24,000 reported crimes each year; representing a recording rate of 83.6%. They made seven recommendations and identified one area for improvement (AFI).
6. The PCC considered the June 2017 findings totally unacceptable. The Chief Constable also apologised to any victim who did not receive the service they were entitled to and approved a comprehensive improvement plan. This resulted in the Force implementing processes to effectively monitor data integrity, and taking action to address all the recommendations and the AFI.
7. On 27 September 2018, the Panel received a further update advising that the Force had received formal notification from HMICFRS that the next Crime Data Integrity inspection would commence on Monday 1 October 2018 with fieldwork taking place from Monday 29 October 2018 for three days.
8. The findings from this latest inspection - [Kent Police: Crime Data Integrity re-inspection 2018](#) – were published on 15 January 2019; a summary of which is provided below.

¹ Formerly Her Majesty's Inspectorate of Constabulary (HMIC).

HMICFRS re-inspection 2018:

9. HMICFRS examined crime reports for the period 1 April to 31 June 2018 and graded Kent Police 'Outstanding', estimating the Force records 96.6% of reported crimes – higher than any other Force in England and Wales, and one of only two forces to achieve this grading to date.
10. In comparison to the 2017 findings, HMICFRS also estimated that the improved accuracy meant the Force had recorded an additional 25,400 crimes for the year covered by the re-inspection audit period. As a result, substantially more victims had their reported crimes recorded, received an improved service and were offered additional support from Victim Support.
11. In addition to achieving an overall crime-recording rate of 96.6%, HMICFRS found:
- 95.7% of reported violent crimes (including domestic abuse) were recorded; in comparison to the findings of the 2017 inspection, HMICFRS estimated the Force is recording an additional 12,380 crimes each year;
 - more than 98.2% of reported sex offences, including rape, were recorded; estimating the Force is recording an additional 660 crimes each year;
 - 62 of 63 audited rape reports were accurately recorded, with the force having improved all aspects of rape recording.
12. As well as substantially improving crime-recording accuracy, HMICFRS noted the Force had:
- Comprehensively mapped its crime-recording processes to make sure it has a detailed understanding of all the channels through which reports of crime are received;
 - Given officers and staff a clear understanding of their roles and responsibilities in relation to crime recording;
 - Provided comprehensive training to improve the understanding of crime-recording requirements among officers and staff;
 - Improved supervision and quality assurance of crime-recording decisions, in the Investigation Management Unit (IMU) and Central Referral Unit (CRU);
 - Effective departmental learning feedback processes in place to support its commitment to continual improvement; and
 - Strong audit and governance arrangements to make sure improvements made to crime-recording accuracy are sustainable and will continue.
13. In relation to the recommendations made in its 2017 report, HMICFRS also found the Force had completed them all, including:
- reviewing the operating arrangements of the IMU;
 - introducing a call-handling quality-assurance process which includes checking that supervisors check incident reports completed by the IMU;
 - reviewing the use of secondary incidents to ensure use of them does not inhibit crime-recording accuracy; and
 - introducing extra crime-recording audit capacity.
14. However, HMICFRS did find that in a few areas the Force acknowledged it still had more to do, including work to make sure:
- it records all reports of crime within 24 hours of receipt of the report; and
 - it records all third party professional reports at the first point of contact.
15. In addition, they also found:
- occasional misunderstanding of new rules for recording of harassment offences, but this was neither systemic nor widespread;
 - a small minority of staff had not yet completed their crime-recording training, but the Force has effective processes in place to ensure all staff receive the necessary training.
16. In conclusion, HMICFRS stated:

“Improvements to crime-recording arrangements in Kent Police since our 2017 report are impressive. Crime-recording and ensuring the best possible service to victims of crimes are priorities...”

“The leadership shown has resulted in a cultural change to the importance of crime-recording among officers and staff. This has ensured that more victims receive the service to which they are entitled and deserve...”

“The force has made excellent progress, and has substantially improved its crime-recording arrangements. We are confident that these improvements are sustainable.”

17. HMICFRS will continue to monitor progress, and Kent Police, as with all police forces, may be subject to a further unannounced crime data integrity inspection at any time.

Holding to account:

18. One of the principle ways the PCC has held the Chief Constable to account is through the quarterly Performance and Delivery Board.

19. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the Safer in Kent Plan and policing generally in the county.

20. Initially a paper in its own right, but subsequently included within the ‘Safer in Kent Plan: Delivery & Performance’ paper, the Force has regularly submitted comprehensive updates on crime data integrity. This has included substantive updates on action taken, governance and the latest crime data accuracy position.

21. Based on internal audits, the Chief Constable has consistently reported a compliance rate of more than 92%, and stated that if HMICFRS were to re-inspect at that time, he was confident they would come to the same conclusion. In light of the findings from the latest HMICFRS re-inspection, the Chief Constable said:

“I am delighted to see such a significant improvement to our crime recording being recognised. This is testament to the hard work and commitment of our officers in ensuring we get crime recording right...”

“It is particularly pleasing that HMICFRS has recognised the excellent progress made and our proven ability to make significant advances since their last inspection.”

“We will continue to make further progress and build on the improvements we have made so far to provide the best service possible to the people of Kent.”

22. The PCC has also welcomed the findings of the latest HMICFRS inspection and is pleased that Kent Police is now leading the way in this vital area. However there is no room for complacency, and the PCC will continue to receive updates on crime data integrity at the Performance and Delivery Board as appropriate. The PCC will also continue to hold the Chief Constable to account via their weekly 1:1 briefings which are held in the OPCC, and allow discussion of a wide variety of subjects, including significant operational matters and delivery of the Safer in Kent Plan.

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Kent and Medway Police and Crime Panel Annual Report 2018/19

Introduction

1. This report summarises the work of the Panel between February 2018 and February 2019. It follows annual reports that have been produced every year since the Panel was established in November 2012.

Meetings

2. During this period the Panel met 5 times. The Chairman also met and otherwise communicated 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 provided an update on the new policing model, which was implemented in late 2017, and briefed the Panel on Kent Police Control Strategy. The Chief Constable highlighted the excellent PEEL assessment scores, given to the Force by HMICFRS, and engaged in discussion with Panel members about policing in Kent and Medway. Panel members found this to be a very useful meeting and it is scheduled to be repeated in 2019.
4. Panel members also met informally, in April 2018, 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 refreshed draft "Safer in Kent: The Community Safety and Justice Plan 2017-21", as well as his proposed budget and precept. The Panel supported the Plan and suggested that the wording be amended to clarify elements in the Road Policing section and to highlight the Child Sexual Exploitation elements with the Plan Priorities.
6. The Panel unanimously approved the Commissioner's proposed precept increase of 7.6% (£12 annual increase for an average Band D), noting the Commissioner's intention to use this additional funding to recruit up to 200 additional Police Officers and that the Chief Constable had given assurances that part of the additional resource would be deployed in local policing and 'high harm' crime issues. The Panel also recognised that the Commissioner had required the Force to continue to make efficiency savings and invest in innovation, rather than using reserves or precept increases to avoid any spending reductions.
7. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2017/18. The Panel subsequently noted the Commissioner's accounts for 2017/18.
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.
9. The Panel received 2 updates from the Commissioner on the 999 and 101 service. Members were reassured that work was underway to improve performance in the Force

Control Room (FCR). At the second update in November 2018 performance of the FCR had improved significantly.

10. The Panel received an update on Road Traffic Policing, this was one of the priorities set for the Chief Constable, additional officers were being recruited, a number of which were due to be deployed to the Roads Policing Unit.
11. The Panel was interested to hear about the Special Interest Group (SIG) set up by the LGA and called the National Association of Police, Crime and Fire Panels, of which the host authority for the Panel, Kent County Council, was the formal Member.
12. The Panel was given two verbal updates on the Police recruitment drive which included the first Blue Lights jobs fair in October 2018. The Commissioner had also worked hard to encourage applications from all backgrounds.
13. The Commissioner updated Members on the ways in which he holds the Chief Constable to account, the main method being the Performance and Delivery Board which met in public. The Chief Constable was required to attend those meetings to provide information and answer questions on strategic matters, emerging threats and local issues raised to the Commissioner by partner agencies or members of the public.
14. Following the 2017 report to the Panel on Crime Data Integrity which highlighted poor crime data accuracy the commissioner explained to the Panel that the Chief Constable had put an action plan in place to rectify the problem, at his direction. The Panel were advised that HMICFRS were returning to conduct a further inspection and that the results would be expected in 2019 and that initial internal assessment of progress had been promising.
15. The Panel received an update in September 2018 on preparations for leaving the European Union and were reassured that there was a team of officers at Kent Police planning for a wide range of outcomes from Brexit.
16. "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. Question topics included issues such as estate management, hate crime priority, town centre policing, long-term force structure and planning, Community Safety Partnership funding, knife crime, Officer fitness requirements and proportionate use of force.

Complaints

17. 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. It was also noted that since early 2017 no complaints have been progressed to consideration by the Panel's Complaints Sub-Committee.

Commissioner's decisions

18. 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. As agreed in the previous year, Panel Officers have worked with the Commissioner's Office to identify spend items for consideration by the Panel.

Regional and National Contacts

19. Unfortunately, due to exceptional circumstances the Panel was unable to send a representative to the Eastern Regional Network of Panel Members. Two Panel Members did, however, attend Frontline Consulting's seventh PCP Conference for chairs, members and officers where they were able to exchange views and ideas of Panel activity and ways of operating.

Panel terms of reference

20. 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 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 2019/20. In 2014/15, expenditure was £30,344; in 2015/16 it was £30,859, in 2016/17 it was £29,730, in 2017/18 it was £32,779.02, and most recently in 2018/19 is forecast to be £35,409. Expenditure consists of reimbursement of Members' expenses and the cost of administrative and policy support to the Panel. It estimated that the outturn for 2019/20 will be similar. 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 and has been positive. 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.

Contact: Anna Taylor – 03000 416478

Joel Cook - 03000 416892

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Police and Crime Panel Forward work programme (29 January 2019)**24th April 2019**

Mental Health - verbal update	Proposed by PCC	PCC
PEEL Inspection	Proposed by PCC	PCC
Victim Satisfaction	Requested by Panel	PCC
Brexit update	Requested by Panel	PCC

23rd July 2019

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC	Requested by Panel	Panel officers
PCC's Annual report 2018/19 (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

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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