

Appendix A

DRAFT REFRESHED

POLICE AND CRIME PLAN

April 2013 – March 2017

Final Version for the Police & Crime Panel on 4 February 2014

CONTENTS

1. Introduction
 - 1.1 My election promises
 - 1.2 My role
 - 1.3 The Police and Crime Plan
2. Governance
 - 2.1 Holding Kent Police to Account
 - 2.2 The Kent & Medway Police & Crime Panel
 - 2.3 Legal Requirements and Considerations
3. Strategic Vision for Policing and Crime & Disorder Reduction
4. Policing and Crime & Disorder Reduction Priorities
 - 4.1 Cut crime and catch criminals
 - 4.2 Ensure visible community policing is at the heart of policing in Kent
 - 4.3 Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
 - 4.4 Put victims and witnesses at the heart of processes
 - 4.5 Protect the public from serious harm
 - 4.6 Deliver value for money
 - 4.7 Meet national commitments for policing
5. Delivery Principles
 - 5.1 Transparency and openness
 - 5.2 Public engagement
 - 5.3 Partnership working
 - 5.4 Review and Annual Report
6. Finance and Medium Term Budget Challenge
 - 6.1 Kent Police Funding: The current situation
 - 6.2 Further grant cuts on the horizon
 - 6.3 My Council Tax plans
 - 6.4 My Policing Budget for 2014/15
 - 6.5 Coping with new savings requirements – working with partners
 - 6.6 Other spending plans
 - 6.7 My Community Safety Funding Plans – working with partners

Appendix One: Community Safety Fund Allocations

1. Introduction

During my campaign to be elected as Kent's first Police and Crime Commissioner I made promises to the people of Kent, promises that I have delivered on, such as giving you greater opportunities to have your say, and others that I will continue to fulfil. I believe that trust in public figures is paramount. Those in public life who fail to keep their promises lose people's trust, and trust is hard to regain once lost.

This plan is a 'refresh' of my first Police and Crime Plan and seeks to provide a more refined summary of my priorities; for example the 'Partnership Objectives' in the first plan have been incorporated into 'Policing and Crime & Disorder Reduction' to demonstrate the value and importance of collaborative working across agencies.

Most importantly, it has been refreshed with your input. I have spent the year listening to you, visiting hundreds of towns, villages and hamlets across Kent and managing over 7000 pieces of correspondence. I want you to know that I have listened to everything you've told me and done my best to incorporate your views and ideas into this refreshed plan.

As your elected representative my number one priority is to reflect your views in all that I do on your behalf. There is no better example of this than my commissioning of Her Majesty's Inspectorate of Constabulary to carry out an inspection of the force's crime recording practices and culture. Whilst the results made uncomfortable reading, I felt it vital to be as independent, open and transparent as possible. Openness can build people's trust in their local force, making it a truly public-facing organisation. The people of Kent also want me to keep local visible community policing and to make sure Kent is not being disproportionately disadvantaged as a result of the government's funding cuts. On the other hand my 'holding to account' function means that I have to insist that the Force faces up to news, both good and bad, on how it is performing.

Within this Police and Crime Plan I will be taking a new approach to accountability and have removed the high-level strategic targets, in order to move away from the target-based culture of the past. There will be no in-year numeric targets and I will focus instead on encouraging continuous improvements and innovation to meet the financial challenges ahead. Similarly, this plan has a strong focus on partnerships. In Kent we are fortunate to have effective criminal justice and Community Safety Partnerships that work together to reduce crime and anti-social behaviour. However, there is always more that can be done to address criminality, and in my book, even one victim of crime is a victim too many.

Our policing service is vital in protecting communities from harm and I am committed to ensuring that services which matter, such as local visible community policing, continue to be at the heart of the police service in Kent. Within my role I remain committed to being visible and accessible. Your crime and community safety problems are my problems and I will work with you and others to address them.

My first Police and Crime Plan was based on the promises I made to you. This refreshed Plan builds on these promises and sets out my vision as the Kent Police and Crime Commissioner. It also describes how I will work with others to make sure that this vision, and the promises I have made to you, are delivered.

Very best wishes

Ann

Ann Barnes, Your Police and Crime Commissioner

1.1 My Election Promises:

During my election campaign I made a number of specific promises and these are core to this Police and Crime Plan.

1. Cutting crime and boosting visible policing
2. Fighting Government cuts
3. Giving you a greater say in policing
4. Putting victims at the heart of the Police and criminal justice system
5. Youth Commissioner
6. New Mobile Police Stations
7. Meet the Commissioner events

1.2 My role:

This Plan reflects my role and responsibilities as Commissioner, which include:

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

1.3 The Police and Crime Plan

This refreshed Police and Crime Plan is a **high level strategic plan**, which sets out my vision and priorities for policing and crime & disorder reduction for the period 1 April 2013 – 31 March 2017.

In refreshing this plan, I have considered the impact of the budget reductions facing the Police and other public sector agencies. Over two thirds of our funding depends upon government grant, which will be further cut over the period of this plan. As the future financial picture for policing in Kent is uncertain it may mean some difficult decisions will need to be taken about how policing is delivered and a potential for the priorities in this plan to be revisited. I am, however, committed to local visible community policing at the heart of our policing model.

In refreshing this plan, I have also considered that the police deal with more than just crime. Of all incidents reported to the police last year, crime represented only 25% (January – December 2013). The other responsibilities include dealing with prevention, missing persons, road traffic collisions and welfare concerns that are critical services provided by the police to make our communities safer. This Plan therefore sets out how Kent Police and others can work together to deliver excellent policing, and crime and disorder reduction, in our communities.

The Chief Constable has a duty to deliver against this Police and Crime Plan and I will hold him to account for this on your behalf. The Chief Constable has complete operational independence over how policing is delivered. Nothing in this Plan seeks to restrict this.

2. Governance

2.1 Holding Kent Police to Account

As Police and Crime Commissioner I have a number of powers to hold Kent Police to account on your behalf. I recognise that it is important for police accountability arrangements to be visible to the public, and for policing to be more responsive to local communities. I want your voice to be heard on how policing is delivered and I am your representative to ensure this happens.

To exercise my powers and duties to hold Kent Police to account, a set of governance arrangements have been established. These include:

- A public Governance Board held every other month at which I will hold the Chief Constable to account for the delivery of policing, and for the performance of the force. This is an open and public meeting and I encourage all to attend;
- Sitting under the Governance Board is a number of other forums that allow me to robustly scrutinise how Kent Police is delivering this Plan. These forums cover areas such as Finance, Human Resources, Performance, Complaints and Conduct;
- A joint Audit Committee looks at financial and risk management and internal controls;
- I have weekly one-to-one meetings with the Chief Constable to discuss policing issues as well as regular informal contact.
- An established scheme of Independent Custody Visitors (ICVs), who check on the welfare of people in police custody by visiting police stations unannounced. These ICVs fulfil an important role in reassuring the public that the police are fulfilling their duty to protect people detained in their custody from harm.

In addition to the above, I receive regular management reports which include information on performance, complaints, finance, equality and diversity, human resources and safeguarding children. Kent and Essex Police also share a number of operational and non-operational resources and appropriate governance arrangements are in place, such as the Kent & Essex Collaboration Board, to oversee these shared resources.

In specific circumstances, where there are matters of significant public interest, I will also use other methods of holding to account, including:

- Writing 'open letters' to the Chief Constable which require a public response;
- Holding Commissioner Inquiries into matters of interest, at which the Chief Constable will give evidence;
- Calling upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to produce reports on Kent Police on my behalf.

2.2 The Kent and Medway Police and Crime Panel

As Police and Crime Commissioner, my actions and decisions are scrutinised by the Police and Crime Panel, made up of representatives from local councils and independent members. This Panel

provides checks and balances on the powers granted to me by the Police Reform and Social Responsibility Act 2011. The Panel has a duty to both support and challenge me in my role. We have had a positive and productive first year and I am committed to working together to provide the best possible outcomes for the people of Kent.

2.3 Legal Requirements and Considerations when developing the Police and Crime Plan

There are a number of factors and legal requirements I need to take into consideration when developing my Police and Crime Plan. Examples of these include:

- Force Strategic Assessment: an intelligence-led assessment by Kent Police of what is expected to happen over the next 12 months. In particular, it sets out threats and opportunities around crime and anti-social behaviour.
- Strategic Policing Requirement: sets out the Home Secretary's view of the national threats that the Police must address, and the capacity and capability police forces must have available to deliver this requirement.
- Views of other partners and stakeholders: the police cannot reduce crime and anti-social behaviour alone and there are many partners and stakeholders who deliver these responsibilities.
- My Election Promises are central to this Police and Crime Plan.
- Public and Victim Consultation: asking the public and specifically victims about their expectations and experiences is at the heart of my approach.
- Views of the Chief Constable: the Chief Constable is responsible for delivering against this Plan, and I have therefore consulted with him on its development.
- Police and Crime Panel: the Panel has powers and duties to scrutinise my decisions and to check I have achieved my aims.
- Medium Term Financial Plan: recognises the potential impact of Government grant cuts.
- Partnership Priorities: I recognise the value of partnership working and have considered their priorities in developing this plan, in particular those of the District Community Safety Partnerships (CSPs), Kent Community Safety Partnership, Medway Community Safety Partnership, Kent & Medway Strategic Plan for Reducing Re-offending and the Kent Criminal Justice Board.

3 Strategic Vision for Policing and Crime & Disorder Reduction

The Chief Constable, Alan Pughsley, and I are committed to working together to secure the best possible outcomes for policing and reducing crime and disorder for the people of Kent. We have therefore developed a joint vision for policing in this county which considers partnership working, places victims first, focuses on reducing crime and anti-social behaviour as well as protecting the public from harm.

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

In order to achieve this vision, this Plan's strategic priorities are to:

- Cut crime and catch criminals
- Ensure visible community policing is at the heart of policing in Kent
- Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
- Put victims and witnesses at the heart of processes
- Protect the public from serious harm
- Deliver value for money
- Meet national commitments for policing.

4 Policing and Crime & Disorder Reduction Priorities

4.1 Cut crime and catch criminals

This priority includes anti-social behaviour (ASB) because for me, it is every bit as important as crime. Anti-Social Behaviour can significantly affect the quality of life of individuals and communities and should always be treated seriously.

To deliver this priority I will look to Kent Police and/or partners to:

- Use innovative technology to ensure that data can be used to identify trends and emerging areas, which will improve joined up working and ensure the appropriate targeting of resources
- Focus on reducing crime that causes the greatest harm to the public
- Target resources effectively to tackle both the supply of and demand for illegal drugs
- Ensure a focused and joined up approach to tackling night time economy related crime and anti-social behaviour to support safer socialising
- Tackle youth crime and youth victimisation, focusing on improving the education and life chances of young people to divert them away from patterns of anti-social behaviour and crime
- Recognise the specific concerns of rural communities when deploying resources

- Work with the business community to reduce the volume and impact of retail crime
- Agree a partnership strategy and protocols for dealing with anti-social behaviour which enables a seamless service for victims.

4.2 Ensure visible community policing is at the heart of policing in Kent

Visible community policing is the bedrock of policing in the county, and I am committed to finding new ways of keeping as many police officers and Police Community Support Officers (PCSOs) in our neighbourhoods and communities of Kent. Whilst the satisfaction of victims with the service they receive from Kent Police is high, there is more that the police can do to improve engagement with communities. Therefore, I will maintain a relentless focus on ensuring that the police are responsive to your priorities and address the issues that matter to you most.

To deliver against this priority I will look to Kent Police and/or partners to:

- Increase the proportion of time officers spend on frontline activities, particularly those that are visible and accessible to the community
- Continue to recognise Police Community Support Officers (PCSOs), Special Constables and Police volunteers as an important part of the policing family and in particular highlight their valuable contribution in making Kent safe
- Continue to engage and recognise the role of other community resources such as Community Wardens and Neighbourhood Watch Schemes
- Increase the satisfaction of communities by maintaining a quality local policing service, through the delivery of high service standards, conduct and behaviour in every interaction with the public
- Make appropriate alternative accessibility arrangements before any police station closure decisions are taken
- To treat all individuals and communities fairly and with respect
- Be relied upon to be there when needed (whilst recognising geography) by attending calls for service promptly across the entire county
- Understand the benefits of a joint programme of community engagement and encourage the development of such a programme
- Develop improved ways of working with partners, such as information sharing and clearly defined roles and responsibilities to enable more effective targeting of activity, joint problem solving and seamless service delivery
- Ensure that there is an effective and timely response to complaints made against Kent Police.

4.3 Prevent crime, anti-social behaviour and reduce repeat victimisation and offending

The Police cannot reduce crime alone, and preventative work is the key to ensuring that long term reductions in crime and anti-social behaviour are sustained. I will work closely with partner

agencies to tackle the root causes of crime and anti-social behaviour. In particular, I will work closely with Community Safety Partnerships who do excellent work to understand and address local crime and anti-social behaviour issues.

To deliver this priority I will look to Kent Police and/or partners to:

- Implement strategies that prevent repeat offending and victimisation
- Engage with the Transforming Rehabilitation Programme, ensuring that Kent's priorities are known and understood
- Ensure there are robust processes in place to identify and manage repeat and vulnerable victims of anti-social behaviour
- Improve the health and well-being of our communities, particularly tackling mental illness
- Provide preventative information and advice on how to avoid becoming a victim of crime or anti-social behaviour
- Develop more positive activities for young people to engage in within communities
- Support the work of the Kent Troubled Families Programme and Medway Action for Families
- Support delivery of Integrated Offender Management and ensure that the root causes of offending are identified and tackled such as lack of education, training and employment and stable accommodation
- Ensure that drug and alcohol interventions programmes are effective and targeted appropriately
- Support partnership approaches and ensure good practice can be spread across the county.

4.4 Put victims and witnesses at the heart of processes

I will make sure that the policing service in Kent is focussed on the victim in everything it does, and puts people before process. Victims should feel satisfied with the policing service they receive and should expect that the crime and anti-social behaviour they report is dealt with efficiently and effectively.

From October 2014 Police & Crime Commissioners will have responsibility for the commissioning of victim support services. The devolution of funding from the Ministry of Justice will enable me to tailor services to meet the specific needs of Kent's victims.

To deliver against this priority I will look to Kent Police and/or partners to:

- Deliver a victims' centre, which will provide an integrated service for victims, according to individual needs
- Use victim-survey results and public consultation to ensure that the entire organisation puts the victim first and provides a high quality service to those who report crime and anti-social behaviour

- Focus on resolving crime and anti-social behaviour so that when a crime is reported victims feel they have had a quality service from the Force
- Provide an effective service to support those who have suffered domestic abuse, particularly those who are vulnerable or nervous of the criminal justice system
- Support victims and witnesses through the criminal justice system to reduce the number of collapsed trials and increase the number of successful convictions
- Regularly update victims on progress in dealing with the crime and anti-social behaviour they have reported
- Use Restorative Practices, with the consent of both the victim and offender, to support the victim in coming to terms with the crime and for the offender to understand the impact of their actions
- Meet the standards set out in the national Code of Practice for the Victims of Crime and Witness Charter as well as Victim Support's 'Five Promises to Victims and Witnesses'
- Work together to improve the services offered to victims of sexual assault, particularly through enhancing the provision of Sexual Assault Referral Centres (SARCs).

4.5 Protect the public from serious harm

I recognise the need to balance the delivery of local, visible community policing with effective services to protect the public from serious harm. Policing activity to manage this work is often invisible but the impact of these crimes can cause serious harm to individuals and communities. For example hate crime can not only be distressing for the victim, as it is motivated by prejudice or hostility for who they are or who the perpetrator believes they are, but it can also impact on the wellbeing of communities.

To deliver against this priority I will look to Kent Police and/or partners to:

- Disrupt and dismantle those serious and organised crime groups that have the potential to cause most harm to communities in Kent
- Continue to work with partners to prevent violent extremism and radicalisation in our communities through the PREVENT programme
- Undertake both enforcement and preventative activity to improve road safety and reduce the number of those killed or seriously injured on Kent's roads, particularly through the Kent and Medway Casualty Reduction Partnership
- Support and protect victims from domestic abuse through effective partnership arrangements such as the Domestic Abuse One Stop Shops. In particular, to scope existing good practice and develop a support programme for the children of victims of domestic abuse
- Bring offenders of serious violent crime and sexual offences to justice through robust investigative processes
- Provide an effective response to reports of missing people, and work with partners to ensure that the root causes of disappearance are addressed

- Encourage better awareness, reporting, and investigation of all forms of hate crime.
- Ensure that there are effective joined-up arrangements for the safeguarding of children and protection of vulnerable adults through the Safeguarding Children Boards and the Safeguarding Vulnerable Adults Board.
- Recognise the issues associated with human trafficking and work together to identify and address it.

4.6 Deliver value for money

To deliver the best possible service in the county, it is essential that Kent Police is as efficient and effective as possible. My promise to the people of Kent was that I would not privatise Kent Police and I stand by this promise. However, this does not mean that we cannot work closely with the private and third sectors to develop innovative and fresh thinking to improve service delivery. This focus on innovation and continuous improvement will be essential if we are to minimise the impact of grant cuts on frontline policing.

To deliver against this priority I will expect Kent Police to:

- Make the best use of its resources by focussing on efficiency and productivity, for example, investing in new technology, innovation and other invest-to-save opportunities that will improve efficiency and effectiveness
- Meet the savings target required in each and every year of this four-year plan
- Implement financial processes and regulations that provide financial reassurance and meet audit requirements
- Continue to collaborate with Essex Police to identify savings and efficiencies while also exploring other collaboration opportunities that could enhance efficiency and effectiveness
- Reduce bureaucracy and streamline processes that prevent officers from engaging in value-adding activities such as visible patrol, crime investigation and community engagement
- Remain a cost-effective force relative to other forces in England and Wales as demonstrated through Her Majesty's Inspectorate of Constabulary (HMIC) Value for Money Profiles.

4.7 Meet national commitments for policing

All police forces nationally need to work together, particularly at times of high demand or threat, to share and pool resources across police borders. These responsibilities are set out in the national Strategic Policing Requirement. When allocating resources to the Chief Constable I have ensured that sufficient resources are available in Kent to meet these important responsibilities. In addition the Police will work with the other Emergency Services to respond to major or complex incidents and an example of this is the Joint Emergency Services Interoperability Programme (JESIP), which is focused on providing an effective and co-ordinated response.

To deliver against this priority I will ensure that Kent Police:

- Has the capability and capacity to respond to national threats; and

- Makes the appropriate contribution to resourcing national threats in partnership with other forces.

5 Delivery Principles

5.1 Transparency and Openness

As Police & Crime Commissioner I am committed to being open, honest and transparent in all I do and will ensure the highest possible standards of transparency and openness are adhered to by Kent Police. My approach to transparency will ensure that the public of Kent are provided with the information required to ensure that my decisions are accountable and follow good governance principles. My office will ensure that the information I am required to publish is done so quickly and can be easily found on my website.

I will always be open and transparent in the decisions that I make on behalf of the people of Kent. It's important that the public can clearly see that I am holding Kent Police to account on their behalf and how I am doing this.

I will also ensure that Kent Police adhere to the highest possible standards of transparency and openness, as I firmly believe this will support the building of trust in the service delivered by Kent Police.

5.2 Public Engagement

I believe that good public engagement will improve the quality of the decisions I make as they will be based on a diverse knowledge of the issues that matter to communities and individuals.

I have developed an extensive public engagement programme to ensure you can have your say in how your street and your community are policed. I will be out and about in my community bus, speaking and listening to the public about their policing issues. I will ensure I respond quickly and effectively to community issues and will create mechanisms such as Meet the Commissioner and local Surgeries to allow communities to put their views forward and will ensure that the police are dealing with the things that matter to you most.

5.3 Partnership Working

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

To ensure the involvement of partners in supporting delivery of this plan, it is vital that I and the Force continue to actively participate and have an influencing role with the relevant partnership structures. As a result, I will work, and expect the Police to work, closely with partners, community and other groups to eradicate 'silo working' so that the community safety and criminal justice system provides a seamless service to victims and witnesses in Kent. This will allow for effective joint working and identification of opportunities so that Kent is a safe place for people to live, work and visit.

I recognise the excellent work undertaken by existing partnerships in Kent, such as the Community Safety Partnerships. I intend to work closely with these existing partnerships to ensure this excellent work continues but to also look at developing innovative ways of working which will

enhance the partnership approaches. It is also important that I support the sharing of good practice across the county and encourage collaboration on shared priorities.

5.4 Review and Annual Report

I will review this Plan annually and will revise key sections accordingly but I will also keep it under review in the light of any recommendations made by the Police and Crime Panel, national guidance issued by the Home Secretary, changes in local priorities or significant reductions in police funding.

Police and Crime Commissioners must produce an annual report which documents the progress made in the financial year in meeting the objectives of the Police and Crime Plan. I will provide the annual report to the Police and Crime Panel for their consideration.

6. Finance and Medium Term Budget Challenge

6.1 Kent Police funding: The current situation

Kent Police funding is made up of:

67% grant funding from the government;
27% from the police element of the Council Tax; and
6% from miscellaneous income streams.

While the financial situation remains difficult, I am satisfied Kent Police has risen to the funding challenges so far. In response to the current round of grant cuts, the Force has already delivered a new policing model as well as other savings, totalling approximately £50m to date.

As part of that we have already delivered the savings required for the coming financial year 2014/15, meaning we can focus better on the fresh set of financial challenges for the subsequent three years.

6.2 Further grant cuts on the horizon

As government grant funding accounts for the largest portion of our income, any cuts in this area affects the extent of frontline community policing we can afford. While I will continue to keep to my promise of pressing the Government to avoid (or at least limit) further cuts in policing resources, we also have to live within the grant resources we are given. This means making the best of what we are allocated, as well as planning for any additional grant cuts in the future.

Looking to the future, the Government has announced a further round of grants cuts for 2015/16 which, alongside other estimated spending pressures, implies further savings of approximately £20 million. Furthermore, we estimate that a similar grant cut in following year (2016/17) could require further savings of up to £15m.

In order to effectively plan for this new medium term challenge there needs to be complete clarity about the importance of protecting local community policing and ensuring any savings in this area are taken as a last resort. To achieve this we need to spend our total budget as efficiently and effectively as possible, embracing the opportunities for innovation as well as working even more effectively with our partners. Working with the Chief Constable, these are areas I wish to develop but also hold the Police to account for.

6.3 My Council Tax plans

As mentioned earlier, the Police element of the Council Tax, known as the precept, is my other key source of funding, equating to approximately 27% of my total budget for each year. For the people of Kent, living in a Band D property, this currently stands at £141.47 per household, per year.

As the Commissioner for Kent, I am limited by the government on how much money I can raise through the police precept. Currently I am only permitted to raise the policing element of Council Tax by 2% each year.

My current plan assumes this 2% increase. This means that for 2014/15, the annual policing precept for a band D equivalent property would be £144.27. This represents an increase of 5.4 pence per week to pay for policing services when compared to last year's precept. I note that Kent

police's precept remains significantly below the national average for a band D property. In 2013/14, Kent's precept was 15% or £24 per year lower than the national average.

The government may allow me to raise the precept beyond 2% for the coming financial year, however whether they will permit this remains to be seen. Just in case they do allow me to do this, I have been seeking your views through polls and stakeholder events. Based on your feedback I judge a significant level of support to raise the precept beyond 2% by a modest amount as long as that did not breach rules set by Government. Therefore, if that freedom is provided I reserve my position to raise the Council Tax beyond 2% for 2014/15.

However, even if I am able to raise the precept by a modest amount, I will still have to deal with the fresh round of cuts outlined above. For example, each 1% increase in the police precept raises approximately £0.8m, so a 2% increase would raise £1.6m per year. While this would mean fewer savings, approximately £20m of extra savings will still be needed in 2015/16 because of the likely grant cuts in that year referred to above.

6.4 My Policing Budget for 2014/15

I am setting an annual budget for gross spending on policing and community safety of £310.0m, a cash reduction of £7.9m on the previous year. It is broken down as follows:

<u>Kent Police Budget by Subject Area</u>	2014/15 £m
Police Officer Pay	168.7
Police Officer Overtime	5.1
Police Staff Pay	73.6
Premises Related	21.0
Transport Related	7.2
Other Supplies and Services	30.3
Gross Police Service Spend	305.9
Office of the Commissioner	1.5
Grants awarded by the Commissioner	2.0
Victims Services	0.6
Gross Police and Community Safety Spending	310.2

<u>Financed By:</u>	2014/15 £m
Income generated and received by Kent Police	17.7
General and Specific Grants received for policing	209.3
Contribution from reserves	0.5
Council Tax precept	82.5
Total	310.0

6.5 Coping with new savings requirements – working with partners

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

6.6 Other spending plans

In 2014/15, I will become responsible for delivering local victim support services. This is a function that is being devolved from national government and affects all Police and Crime Commissioners. My budget plan reflects latest Government indications of the grant allocation we will receive in Kent to deliver this new and important responsibility.

In addition to revenue spending, I propose to allocate £13m for a variety of capital and investment projects during 2014/15. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £29m capital investment fund over the next 3 years. The majority of this will be available for the Force but will be dependent on sound business cases reflecting my Police and Crime Plan priorities. Out of the £13m allocated for 2014/15, I am earmarking £5m for innovation projects that improve frontline policing presence and effectiveness. Other earmarked reserves already established in the current year for normal risk management, change programmes and one-off policy initiatives will be maintained.

6.7 My Community Safety Funding plans – working with partners

Working with partners to reduce crime and anti-social behaviour is a vital part of my role. For 2014/15, all former specific grants I received for community safety have been absorbed into the general policing grant I receive. For 2014/15, this general grant, now including community safety funding, has been reduced in cash terms by 4.8% (equivalent to a 6.8% real reduction). This is after the withdrawal of the limited one-off support I was able to provide in 2013/14.

I am assuming further cash cuts in my general core grant funding of 3.5% in 2015/16 and a further 3.5% in 2016/17. Overall, my aim is to maintain investment in the important area of community safety but, recognising likely future grant cuts, it is important to ensure efficient use of monies. Any budget cuts will have to be reflected across Kent Police and the community safety fund.

My approach to allocating Community Safety Funding:

I have decided to adopt three key principles in how I allocate community safety funding:

- Firstly, all my spending plans must help deliver the key priorities set out in my Police and Crime Plan
- Secondly, I will work with key existing partners where possible, with proportionate governance arrangements for the grants I give, but will commission services directly if that proves more effective
- Thirdly, I will provide as much medium term funding certainty as possible in the allocations I give to partners but take into account the reduced funding I anticipate over the next three years.

My proposed allocations

With those various factors and drivers in place, my proposed allocations are set out in Appendix One. I am setting out specific allocations for each of the next three years and, providing there is no worsening in my actual funding position in those years, I will honour these proposed allocations. If there is worsening, I will need to reduce allocations accordingly. Conversely, if my actual funding position turns out to be more positive over the medium term, I will increase my community safety spend accordingly.

Subject to reflecting the reductions for assumed future grant cuts, the allocations to Community Safety Partnerships are otherwise protected. This is the case also for awards to Drug and Alcohol Action Teams, Safeguarding and Youth Offending Teams but subject to other partners maintaining reasonable levels of investment also.

A number of other existing recipients are also similarly treated. However, in some areas, allocations have been reduced, withdrawn or not yet specifically allocated to a named organisation. Funding has also been allocated for new initiatives, but largely from utilising additional one-off resources at my disposal. My new initiatives include a new Commissioner's Fund, administered by the Kent People's Trust, for the award of grants to small organisations; funding to support the operation of the new Sexual Assault Referral Centre in the County; a new Fund for existing partners to bid into for additional one-off resources; and new resources to establish a commissioning framework, built on good practice to support children of domestic abuse victims.

Appendix One

	2014/15	2015/16	2016/17
Organisation			
Ashford CSP	29905	28858	27848
Canterbury CSP	34177	32981	31826
Dartford CSP	33013	31857	30742
Dover CSP	29905	28858	27848
Gravesham CSP	33013	31857	30742
Maidstone CSP	38449	37104	35805
Medway CSP	100292	96782	93395
Sevenoaks CSP	32236	31107	30019
Shepway CSP	29905	28858	27848
Swale CSP	34955	33731	32551
Thanet CSP	34317	33116	31957
Tonbridge and Malling CSP	28988	27974	26995
Tunbridge Wells CSP	29517	28484	27487
Kent Community Safety Partnership (KCSP) - provisional	41100	39661	38273
Young Persons Substance Misuse	95986	92627	89385
Kent Youth Offending Team	285085	275107	265478
Medway Youth Offending Team	93630	90353	87191

Kent Drug and Alcohol Action Team	312383	301449	290899
Kent Safeguarding Children	47600	45934	44326
Kent & Medway Adult Safeguarding	21886	21120	20381
Medway Safeguarding Children Board	15994	15434	14894
Medway Drug and Alcohol Action Team	61183	59042	56975
Youth Related Diversion Activity - provisional	28170	28170	28170
National Crimestoppers - provisional	40576	39156	37786
Local Crimestoppers - provisional	15232	14699	14184
Independent Domestic Violence Advisors - provisional	115000	115000	115000
Kent Criminal Justice Board Support - provisional	25000	25000	25000
Restorative Justice via KCJB - provisional	46000	46000	46000
Kent DV Co-ordinator (KCC) - provisional	4760	4760	4760
Kent People's Trust	20000	20000	20000
<u>New</u>			
SARC one-off funding	30000	30000	30000
SARC core funding	25000	25000	25000
Commissioner's Fund	100000	100000	100000
Commissioner's Partners Fund	50000	50000	50000
Children of Domestic Abuse Victims	40000	40000	40000
	2003256	1950080	1898765