

# **DRAFT REFRESHED**

# **POLICE AND CRIME PLAN**

April 2013 – March 2017

Version Final

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## 1. Introduction

This is the second 'refresh' of my Police and Crime Plan. It is always exciting to look ahead and there has never been a more important and critical time to examine how we can do things differently; how we can meet new challenges and how we can work with partners to achieve the best possible police service for the people of Kent.

In deciding priorities for the coming year we have to do so in the shadow of the short and medium term budget challenge. We know that next year we have to save at least £14.5 million from the Kent Police budget and over the next four years we predict that Kent will be requested to save at least another £46 million – meaning a minimum of £61 million on top of the £50 million already gone from the budget. So, it is vital that we prepare for what will undoubtedly be a difficult time ahead. We must have plans in place to identify savings and efficiencies beyond the immediate 2015/16 year and try to limit the impact. Every force in the country is currently tackling similar challenges and I shall continue to keep pushing for a national debate on what we want from our police service and how we are prepared to fund it.

The biggest challenge will be making sure that visible community policing remains as the bedrock of policing in our county and I am committed to that, but we need to be more innovative around our approach to keeping those police officers and community support officers out in their neighbourhoods on frontline duties for as long as possible.

My other absolute commitment is that victims and witnesses continue to be at the heart of everything we do. With Ministry of Justice funding coming to Police and Crime Commissioners to develop a local service to meet local needs, we have the once-in-lifetime opportunity to make sure services are accessible to all and that they are really what victims of crime themselves want, rather than what everyone else thinks they need.

We see new challenges emerging such as child sexual exploitation. Whether vile people choose to exploit children through the use of technology or by using violence, coercion and intimidation within relationships, we must all work together to make sure that our children are protected from harm. So it is vital that Kent Police and partners are better prepared. This is one of my new key priorities to which I have allocated £200,000 per year for the next three years, financed from reserves. This is specifically for this area of crime investigation and protection and is on top of what is already allocated from the annual police budget. We shall also build on the already significant achievements in the new Sexual Assault Referral Centre (SARC).

I want to see us building on our partnership working. With budgets tight for all, we must work together, pool our precious resources and avoid duplication. Community Safety Partnerships are a shining beacon of how different agencies are working together to reduce crime and anti-social behaviour. They have my full support. We shall continue to work with the Crime Rural Advisory Group to address the specific issues in rural communities and work with and support the Business Crime Advisory Group.

The Youth Commissioner has also been working throughout the year to look at different ways that the police can better engage with young people. Some interesting themes have emerged and I look forward to developing these with Kent Police and our partners over the coming months.

I would like to thank all those who have responded with their ideas and suggestions for the 2015/16 plan. I hope you will see your valuable feedback reflected in the plan and I commend to you my vision as the Kent Police and Crime Commissioner which Kent Police, working with partners, will be delivering.

Ann Barnes, Your Police and Crime Commissioner

## **1.1 The Commissioner's Election Promises:**

During the election campaign the Commissioner 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 the public 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 The role of the Police and Crime Commissioner:**

This plan reflects the role and responsibilities of the Police and Crime Commissioner for Kent, 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 the priorities for policing and crime and disorder reduction for the period 1 April 2013 – 31 March 2017.

In refreshing this plan, my office has 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 resulting in the priorities in this plan being revisited. However, as Kent's elected Police and Crime Commissioner, I am committed to ensuring local visible community policing remains at the heart of Kent's policing model.

In refreshing this plan, it is recognised that the police deal with more than just crime. Indeed crime only represents about a quarter of all incidents reported to Kent Police. Other responsibilities include dealing with anti-social behaviour and road traffic collisions, locating missing persons and addressing welfare concerns. These are all critical services provided by the police and make our communities safer. This plan sets out how Kent Police will work together with other agencies to deliver first class policing and community safety within our communities.

The Chief Constable has a duty to deliver against this Police and Crime Plan and my office will hold him to account for this. However, 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

Police and Crime Commissioners have a number of powers to hold the police to account on behalf of the public. It is important for police 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 these powers and duties to hold Kent Police to account, a suite of governance arrangements have been established. These include:

- A public Governance Board that enables my office to hold the Chief Constable to account for the effective delivery of policing across the county. This is an open meeting and members of the public are welcome to attend.
- The People Board is aligned to the Governance Board and focuses on the culture of the organisation, ensuring the Kent Police Mission, Vision and Values are being engrained. This meeting is held twice a year in public and is broadly concerned with organisational health and the workforce, including integrity, morale and equality and diversity.
- A number of other forums also sit under the Governance Board and allow my office to robustly scrutinise how Kent Police is delivering this plan. These forums cover areas such as finance, human resources, performance and complaints and conduct.
- A joint Audit Committee looks at financial and risk management as well as internal controls.
- 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 is fulfilling its duty to protect people detained in their custody from harm.
- The Ethics Committee formally meets twice a year and was established following recommendations in the College of Policing Code of Ethics. Recognising officers and staff must act ethically and with integrity, and that policing needs to be transparent, the scope of the Committee includes supporting integrity in decision making, influencing police culture and fostering attitudes and practices which are ethical.

In addition to the above, my office receives regular management reports in relation to matters such as 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 and Essex Collaboration Board to oversee these shared resources.

In specific circumstances, where there are matters of significant public interest, other methods of holding to account may also be used, 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**

Actions and decisions taken by the Police and Crime Commissioner 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 by the Police Reform and Social Responsibility Act 2011. The panel has a duty to both support and challenge the Commissioner, 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 that are taken into consideration when developing this 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 identifies 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 partners and stakeholders: the police cannot reduce crime and anti-social behaviour alone and there are many partners and stakeholders who deliver these responsibilities.
- The Commissioner's Election Promises: these are central to this Police and Crime Plan.
- Public and victim consultation: feedback from the public and specifically victims about their expectations and experiences are at the heart of this plan.
- Views of the Chief Constable: the Chief Constable is responsible for delivering against this plan, and has therefore been consulted on its development.
- Police and Crime Panel: the panel has powers and duties to scrutinise and support the Commissioner in delivering this plan.
- Medium-term financial plan: recognises the potential impact of Government grant cuts.
- Partnership priorities: My office recognises the value of partnership working and in developing this plan has considered, in particular, those of the District Community Safety Partnerships (CSPs), Kent Community Safety Partnership, Medway Community Safety Partnership, Kent and 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. This commitment is reflected in our joint vision for policing in the county which focuses on partnership working, placing victims first, reducing crime and anti-social behaviour as well as protecting the public from harm.

*"Our vision is for Kent to be a safe place for people to live, work and visit and by protecting the public from crime and 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 the heart of everything we do. We will be there when the public need us and we will act with integrity in all that we do."*

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 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 sets out the activities that will ensure a focus on cutting crime and catching criminals. This includes anti-social behaviour as it is every bit as important as crime and can significantly affect the quality of life of individuals and communities. In addition, the needs of different communities and groups are recognised, for example supporting rural communities is equally as important as tackling crime and disorder in urban areas.

To deliver this priority Kent Police and/or partners will be expected to:

- Use innovative technology such as Predictive Policing to identify crime trends, locations and emerging issues, ensuring the appropriate targeting of resources.
- Focus on reducing crime that causes the greatest harm to society and individuals.
- Target resources effectively to tackle both the supply of and demand for illegal drugs and work with partners to deliver a coordinated approach to dealing with 'Legal Highs'.
- Ensure a focused and joined-up approach to tackling night time economy related crime and anti-social behaviour in support of safer socialising.
- Tackle youth crime and youth victimisation, focusing on improving the education and life chances of young-people through early intervention and preventative activities to divert them away from anti-social behaviour and crime.
- Work in partnership with the Crime Rural Advisory Group (CRAG) to recognise and address the specific concerns of rural communities when deploying resources.
- Increase resources within the Business Crime Advisory Group and work together to recognise the specific concerns of the business community, reduce the volume and impact of business crime and identify emerging issues.
- Agree a partnership strategy and protocols for dealing with anti-social behaviour which enables a seamless service for victims and is aligned to the Anti-Social Behaviour, Crime and Policing Act 2014.

### **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 finding new ways of keeping police officers and Police Community Support Officers (PCSOs) in Kent's communities is essential. My office will maintain a relentless focus on ensuring that the police are responsive to public priorities and address the issues that matter most.

To deliver against this priority Kent Police and/or partners will be expected to:

- Maximise the proportion of time officers spend on front-line activities, particularly those that are visible and accessible to the community.

## B1 Appendix A

- Continue to utilise police community support officers (PCSOs), special constables and police volunteers, recognising the significant and valuable contribution they make to keeping Kent safe.
- Continue to engage with partners to recognise and develop the role of other community resources such as Community Wardens and Neighbourhood Watch Schemes.
- Whilst recognising the geography of Kent, attend appropriate calls for service promptly across the entire county.
- Increase the satisfaction of communities by maintaining a quality local policing service, delivering high standards of conduct and behaviour in all interactions with the public.
- Make appropriate alternative accessibility arrangements before any police station closure decisions are taken.
- Ensure all individuals and communities are treated fairly and with respect.
- Ensure Kent Police services are young-people friendly, including the development of existing and new services.
- Kent Police to pro-actively engage and maintain a rapport with young-people. This may include delivering educational packages, youth programme inputs or referring young-people onto community programmes.
- Raise awareness of young people during officer and staff training.
- Develop and improve ways of working with partners in areas such as information sharing and local community engagement. Clearly define roles and responsibilities to enable more effective targeting of activity, joint problem solving and seamless service delivery to all communities.
- Ensure that there is an effective and timely response to complaints made against Kent Police, and improve transparency in line with Government proposals.
- Ensure the College of Policing Code of Ethics is adopted by Kent Police and fully embedded.

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

The police cannot reduce crime alone, and preventative work is pivotal to sustaining long-term reductions in crime and anti-social behaviour. Working closely with partner agencies, such as Community Safety Partnerships to tackle the root causes of crime and anti-social behaviour is key.

To deliver this priority Kent Police and/or partners will be expected to:

- Implement and support strategies that prevent repeat offending and victimisation.
- Engage with the Ministry of Justice's Transforming Rehabilitation Programme, ensuring that Kent's priorities are known and understood and that effective working practices are developed with the Community Rehabilitation Company and National Probation Service.

## B1 Appendix A

- Ensure there are robust processes in place to identify and manage repeat and vulnerable victims of anti-social behaviour.
- Work with partners to improve the health and well-being of our communities, particularly tackling mental illness in line with both the national and local Mental Health Concordat and development of mental-health liaison and diversion schemes.
- Provide preventative information and advice on how to avoid becoming a victim of crime or anti-social behaviour, including information and advice on e-safety.
- Work with partners to develop more positive activities for young-people within communities, including identifying and engaging with those at risk of gang affiliation or involved with gang activity.
- Promote and support projects that aim to integrate young-people from diverse backgrounds. Work with partners to encourage the use of shared community spaces in a safe and non anti-social manner.
- Work with partners to deliver consistent crime prevention and safety messages to young-people, including an awareness of what is considered anti-social behaviour and information on substance misuse.
- 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, including lack of education, training, employment and stable accommodation.
- Work with partners to ensure drug and alcohol intervention programmes are effective and targeted appropriately.
- Support partnership approaches and ensure good practice is captured and shared across the county.

### **4.4 Put victims and witnesses at the heart of processes**

The policing service in Kent must focus on the victim in everything it does, and people must be put before process. Victims should expect that the crime or anti-social behaviour they report is dealt with efficiently and effectively and that they are supported through the criminal justice system.

Police and Crime Commissioners now have responsibility for the commissioning of victim support services, which enables them to be tailored to meet the specific needs of Kent's victims.

To deliver against this priority the Office of the Police and Crime Commissioner will work with Kent Police, the Kent Criminal Justice Board and other partners to:

- Enhance and develop the capacity of Kent Police and other agencies to deal with child sexual-exploitation.
- Maximise opportunities afforded by the new Victims' Centre and the new arrangement with Victim Support to deliver a county-wide service. Using virtual and digital access to

## B1 Appendix A

information, integrate the victim's journey through the criminal justice system with the appropriate support.

- Develop the commissioning approach for specialist victim support services in Kent which is based on need and ensures capacity within services to deliver effective support to victims.
- Commission a long-term contract for core victim support services in Kent, which ensures that victims who report crime or those who don't wish to report are able to access services tailored to their individual needs rather than a 'one size fits all' approach.
- Use victim-survey results, focus-groups, public consultation and needs assessments to ensure that services place the victim first and that a high quality service is provided to those who report crime or anti-social behaviour.
- Earmark resources to enable criminal justice agencies to invest in further improvements to support victims and witnesses of crime or anti-social behaviour.
- Focus on resolving crime and anti-social behaviour so 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 when dealing with the crime or anti-social behaviour they have reported, including promoting the use of TrackMyCrime.
- Develop victim initiated Restorative Justice which supports the victim or their family to cope and recover from the crime they have experienced.
- Meet the standards set out in the national Code of Practice for the Victims of Crime and Witness Charter.
- Improve the service offered to victims of sexual assault by enhancing the Sexual Assault Referral Centre (SARC).
- Ensure appropriate police ownership of procedures and practices in relation to children and young-people.

### **4.5 Protect the public from harm**

There is a need to balance the delivery of local, visible community policing with effective services that 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 Kent Police and/or partners will be expected to:

- Focus on disrupting and dismantling serious and organised crime groups that have the potential to cause the most harm through the Kent and Essex Serious Crime Directorate and involvement of local partnerships.
- Continue to work together to prevent violent extremism and radicalisation in our communities through the PREVENT programme.
- Work with other agencies to protect the public from emerging threats such as online or cybercrime.
- Undertake both enforcement and preventative activity to improve road safety and reduce the number of people 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 and the countywide Independent Domestic Violence Adviser (IDVA) service. 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 children are protected from harm, including effective joined-up arrangements for the safeguarding of children and identifying and investigating child sexual-exploitation. This also includes working in conjunction with the Safeguarding Children Boards and the Safeguarding Vulnerable Adults Board.
- Recognise the issues associated with human trafficking and work together with the full range of partners to identify and address it.

#### **4.6 Deliver value for money**

To deliver the best possible service in the county in a climate of diminishing budgets, it is essential that Kent Police is as efficient and effective as possible. The promise to not privatise Kent Police remains firm, but it does not prevent working more closely with the private and third sector to develop innovative and fresh thinking. This focus on innovation and continuous improvement is essential to continue minimising the impact of grant cuts on front-line policing.

To deliver against this priority Kent Police will be expected to:

- Identify options to deal with prospective future grant cuts.

- Make the best use of its resources by focussing on efficiency, effectiveness and productivity, for example, investing in new technology, innovation and other invest-to-save opportunities such as body worn video.
- Meet the savings target required in each and every year of this four-year plan, and if necessary beyond.
- Implement financial processes and regulations that provide reassurance and meet audit requirements.
- Continue to collaborate with Essex Police to identify savings and efficiencies while also exploring other collaborative opportunities with police and non-police organisations that could enhance efficiency and effectiveness.
- Reduce bureaucracy and streamline processes so officers can focus on activities the public want, such as visible patrolling, 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.
- Put in place coherent and costed medium-term plans for finance, property and IT to deliver the Police and Crime Plan priorities, including operational requirements.

#### **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. The resources allocated to the Chief Constable must be sufficient to meet these important responsibilities. In addition Kent Police will continue to work with the other emergency services to respond to major or complex incidents.

To deliver against this priority Kent Police will be expected to:

- Maintain the capability and capacity to respond to national threats.
- Make the appropriate contribution to resourcing national threats in partnership with other forces.

## **5 Delivery Principles**

### **5.1 Transparency and openness**

The Office of the Police and Crime Commissioner is committed to being open, honest and transparent. To achieve this, the public of Kent will be provided with the information required to ensure all decisions are accountable and follow good governance principles. My office will also ensure that required information is published quickly and can be easily found on the website.

My office will always be open and transparent in any decisions that are made on behalf of the people of Kent. It's important that the public can clearly see Kent Police is being held to account on their behalf and how this is being achieved.

My office will also ensure that Kent Police adheres to the highest possible standards of transparency and openness, as this will support the building of trust in the service delivered.

### **5.2 Public engagement**

Good public engagement improves the quality of decisions made by my office as they are based on a broad knowledge of the issues that matter to communities and individuals.

An extensive public engagement programme has been developed to ensure the public can have their say in how their street and community are policed. This includes regular Meet the Commissioner and Chief Constable events and local surgeries that allow communities to put their views forward and helps to ensure the police are dealing with the things that matter 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 my office and the Force continue to actively participate in and engage with relevant partnership structures. As a result, my office and Kent Police will continue to work closely with partners, communities 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 to make Kent a safe place for people to live, work and visit.

Excellent work is already being undertaken by existing partnerships in Kent, including the Community Safety Partnerships and the Kent Criminal Justice Board. My office will continue to work closely with these partnerships to ensure this work continues as well as developing new and innovative ways of working. It is also important that good practice is captured and shared across the county and my office will encourage and support this for the benefit of all communities.

## **5.4 Review and Annual Report**

This plan will be reviewed annually and key sections revised accordingly. However, it will also be kept under review in 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 progress made in the financial year in meeting the objectives of the Police and Crime Plan. My office will provide the annual report to members of 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:

66% grant funding, both general and specific, from the Government;  
28% from the police element of the council tax; and  
6% from miscellaneous income streams.

While the financial situation remains difficult, Kent Police has risen to the funding challenges so far. In response to the previous round of grant cuts, the Force has already delivered a new policing model as well as other savings, totalling £50m. Those savings have come at a cost though, with approximately 500 police officers and 720 police staff not being replaced when they have left the Force.

In a new round of grant cuts, commencing in 2015/16, the Government has cut the general grant to the Force by 5.1% or £9.4m in cash terms. That cut coupled with routine pay and inflation pressures, means the Force has to find £14.5m of savings in 2015/16 even after applying an increase in the policing element of the council tax of 1.99%. Thanks to sensible forward planning, the Force will be able to deliver these savings without any significant cuts in front-line neighbourhood policing. In part the savings for next year are being delivered by improved use of IT and innovation. However, it will still require the loss of approximately another 115 jobs, primarily through natural attrition, further restructuring and asking staff and officers to do even more. The ability to protect front-line policing capability will be severely limited in the face of further grant cuts over the medium-term.

### **6.2 Further grant cuts on the horizon**

Beyond 2015/16, the latest Autumn Statement from the Chancellor (December 2014), makes clear that cuts in public spending will continue into the medium-term in response to the public sector deficit. A new government, following national elections in May 2015, will decide the extent of cuts to policing as part of that broader package of public sector cuts. However, it is clear that a new government will have limited room for manoeuvre, and as a minimum the same level of cuts to the police grant from 2016/17 seen in the previous round could be faced. To put that into context, and even after assuming an increase in the police council tax of 1.99% per year, the cut in police grant over the medium-term implies minimum further savings of £46.5m for the period 2016/17 to 2018/19. This is on top of the £14.5m required for 2015/16, making £61m in total of further savings as a possible minimum for the period 2015/16 to 2018/19. This is on top of the £50m of savings delivered in the previous round of grant cuts between 2011/12 and 2014/15, making a total of £111m.

Faced with that level of cuts to police funding there needs to be a serious national debate about the role and expectations for policing over the medium to long-term, and in particular the balance between local, regional and national policing. The implied level of cuts faced in Kent would make it extremely difficult to maintain the level of visible local policing that remains very important to the public of Kent.

We are unlikely to know the actual level of grant cuts for 2016/17 onwards until late 2015 but the Chief Constable will be developing saving options during 2015 to ensure the Force can respond effectively to the medium-term financial challenge when the detail is known. Maximising efficiency

opportunities, fully exploiting collaboration, challenging every item of spend, and making best use of police officer time through IT and innovation, with partners where appropriate, are key planning principles. However, the most important aim remains to limit the impact of grant cuts on front-line policing as far as is possible and only take savings from here as a last resort.

### 6.3 Council tax plans

The police element of the council tax, known as the precept, is the other key source of funding, equating to approximately 28% of the total budget. For the people of Kent, living in a Band D property, the police precept stands at £144.28 per household, per year – well below the national average of £169.06.

The Government limit how much money can be raised through the police element of the precept without triggering an expensive referendum. The current permitted increase is up to 1.99% each year and this is in line with the planning assumptions and supported by public consultation over recent years.

An increase of 1.99% means that for 2015/16, the annual policing precept for a band D equivalent property would be £147.15. This represents an increase of 5.5 pence per week to pay for policing services when compared to last year's precept. Even with the increase, Kent Police's precept will still remain one of the lowest in the country.

Over the medium-term, an increase of 1.99% is assumed in the police element of the council tax; in line with previous published plans.

### 6.4 Policing budget for 2015/16

The annual budget for gross spending on policing and community safety is set at £306.5m. It is broken down as follows:

<b>Kent Police budget by subject area</b>	<b>2015/16 £m</b>
Police officer pay	164.5
Police staff pay	76.2
Premises related	21.4
Transport related	7.2
Other supplies and services	31.4
<b>Gross police service spend</b>	<b><u>300.7</u></b>
Office of the Commissioner	1.5
Grants awarded by the Commissioner	2.4
Victims services	1.9
<b>Gross police and community safety spending</b>	<b><u>306.5</u></b>
Less local income and specific grants for policing	-29.8
Less specific grant for victims services	-1.9
Less contribution from reserves	-0.7
<b>Net police and community safety spending</b>	<b><u>274.1</u></b>
<b>Financed by:</b>	
General Policing Grant	173.9
Council tax grants	13.3
Council tax precept	86.9
<b>Net financing</b>	<b><u>274.1</u></b>

## **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 for development during 2015/16.

## **6.6 Other spending plans**

In October 2014 Police and Crime Commissioners became responsible for delivering local victim support services. The budget plan reflects the latest Government indications on the specific grant allocation for 2015/16 to deliver this new and important responsibility and as per the grant conditions, this funding will be directed to support the delivery of victim services.

Turning to other new initiatives for 2015/16, one-off funding will be allocated from savings in previous years to allow:

- £200,000 in each of the next three years as a contribution to boosting Force capacity to help fight child sexual exploitation and support enhanced multi-agency working.
- £100,000 in 2015/16 to support the Chief Constable's cultural programme to further embed the focus on delivering quality policing rather than target-driven results.
- £100,000 in 2015/16 to support projects identified by partners and my office to improve the experience of victims in the wider criminal justice system.

In addition to revenue spending, a total of £13m will be allocated for a variety of capital and investment projects during 2015/16. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £37m capital investment over the next 4 years. The vast majority of this will be available to the Chief Constable, but in the normal way will be dependent on sound business cases reflecting the Police and Crime Plan priorities. Out of the £13m allocated for 2015/16, £5m will be allocated for innovation projects that will improve front-line policing and its 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 Community Safety Funding – working with partners:**

Working with partners to reduce crime and anti-social behaviour is vital. There are three key principles in how the community safety funding is allocated:

1. All spending plans must help deliver the key priorities set out in this plan.
2. Working with existing partners to deliver joined up services where possible and appropriate; ensuring proportionate governance arrangements for the grants, but also commissioning services directly if that proves more effective.
3. Providing as much medium-term funding certainty as possible in the allocations to partners whilst also taking into account the reduced funding anticipated in future years.

In respect of medium-term certainty, it is important to remember the context. For 2014/15 onwards all former specific grants received for community safety were absorbed into the general policing grant. For 2014/15, allocations to partners and projects had to reflect the general policing grant cut suffered in that year; otherwise further savings would have to come from policing operations to compensate. Last year, the promise was made that as much medium-term certainty in funding allocations to partners and organisations would be provided. Accordingly, last year the assumed allocations for 2015/16 and 2016/17 were set reflecting the understanding that allocations would have been reduced each year on the basis of the assumed general policing grant cut suffered. Although the actual policing grant cut for 2015/16 is greater than was assumed last February, the allocations for 2015/16 announced last year for individual organisations will be honoured by utilising under-spends in my office budget in 2014/15. This maintains vital community safety plans without adding to the savings burden falling on the Force. That would also be the intention in respect of previously announced indicative allocations for 2016/17, but this depends on the scale of future grant cuts imposed on policing for 2016/17.

### **My proposed allocations**

With those various factors and drivers in place, the proposed allocations for 2015/16 and 2016/17 are set out in Appendix One and include funding for the new initiatives described above. The other changes compared to previously published plans are relatively minor and see a reduction in funding for cross boundary Community Safety Partnership working initiatives and an increase in support for the project management capacity of the Kent Criminal Justice Board.

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 again subject to other partners maintaining reasonable levels of investment also.

**Appendix One**

	<b>2015/16</b>	<b>2016/17</b>
<b>Organisation</b>		
Ashford CSP	28858	27848
Canterbury CSP	32981	31826
Dartford CSP	31857	30742
Dover CSP	28858	27848
Gravesham CSP	31857	30742
Maidstone CSP	37104	35805
Medway CSP	96782	93395
Sevenoaks CSP	31107	30019
Shepway CSP	28858	27848
Swale CSP	33731	32551
Thanet CSP	33116	31957
Tonbridge and Malling CSP	27974	26995
Tunbridge Wells CSP	28484	27487
Kent Community Safety Partnership (KCSP)	39661	38273
Young Persons Substance Misuse	92627	89385
Kent Youth Offending Team	275107	265478
Medway Youth Offending Team	90353	87191
Kent Drug and Alcohol Action Team	301449	290899
Kent Safeguarding Children	45934	44326
Kent and Medway Adult Safeguarding	21120	20381
Medway Safeguarding Children Board	15434	14894
Medway Drug and Alcohol Action Team	59042	56975
Youth related diversion activity	28170	28170
National Crimestoppers	39156	37786
Local Crimestoppers	14699	14184
Independent Domestic Violence Advisors	115000	115000
Kent Criminal Justice Board support	40000	40000
Restorative Justice via KCJB	46000	46000
Kent DV Co-ordinator (KCC)	4760	4760
Kent People's Trust	20000	20000
SARC funding	55000	55000
Commissioner's Fund	100000	100000
Commissioner's Partners Fund	25000	25000
Children of domestic abuse victims	40000	40000
<b>New</b>		
Support for child sexual exploitation	200000	200000
Victims work with criminal justice partners	100000	
Support to the Force – staff culture projects	100000	
<b>Total</b>	<b>2340080</b>	<b>2088765</b>