

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Updated Police and Crime Plan  
**Date:** 8 September 2016



**Background:**

1. The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out the requirement for Police and Crime Commissioners to issue a Police and Crime Plan within the financial year in which an election is held, and as soon as practicable after taking office.
2. A Police and Crime Commissioner may, at any time, issue or vary a Police and Crime Plan, but before doing so must:
  - prepare a draft of the plan or variation;
  - consult the Chief Constable in preparing the draft plan or variation;
  - send the draft plan or variation to the Police and Crime Panel;
  - have regard to any report or recommendations made by the Panel in relation to the draft plan or variation;
  - give the panel a response to any such report or recommendations; and
  - publish any such response.
3. The 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.
4. The Commissioner, elected in May 2016, has taken the decision to issue an updated Police and Crime Plan. This report fulfils the requirement to submit a draft to the Police and Crime Panel.
5. The Commissioner intends to publish a brand new Police and Crime Plan on the 1 April 2017. This will follow wide public and partner consultation in autumn 2016, including on the 2017/18 precept, and subsequent submission to the Police and Crime Panel in February 2017.

**Updated Police and Crime Plan:**

6. A copy of the draft Police and Crime Plan in text only format can be found at Appendix A. Once the text has been finalised, photographs and graphics will be added prior to publishing on the website.
7. As it is intended to be both a public-facing plan and used to set the direction of policing and crime and disorder reduction, it is designed to balance the needs of both audiences within one document.
8. In the run up to the election, the Commissioner engaged with community groups, charities and members of the public to understand their concerns and priorities for policing and crime and disorder. From this engagement, the Commissioner developed his Six Point Plan, which formed the basis of his campaign and subsequent election as Police and Crime Commissioner.
9. The Commissioner's Six Point Plan and overall vision for policing and community safety, have guided the development of this plan. In summary, the plan's strategic priorities are:
  - Cutting crime and reducing re-offending  
Ensuring there are the right resources in the right places to cut crime in urban, rural and coastal areas. Includes working with partners and other organisations to tackle cyber-crime, rural crime and to help break the cycle of re-offending, as well as acknowledging the important contribution volunteers make in keeping the county safe.



- Delivering value for money  
Ensuring Kent gets the funding it needs to tackle crime and anti-social behaviour and that taxpayers money is well spent. Includes lobbying for greater acknowledgement of Kent's uniqueness as the gateway to Europe, developing the existing collaborative relationship with Kent Fire and Rescue Service and investing in new technology and innovation to reduce bureaucracy.
  - Visible, effective and dedicated policing  
Ensuring the Chief Constable has the resources he needs to deliver effective policing. Includes ensuring the Force has the capacity to protect the county from terrorism, and supporting partnership working to prevent radicalisation and to protect the most vulnerable from threats, such as modern slavery and child sexual exploitation. Also includes reviewing neighbourhood policing and maximising the positive contribution of PCSO's.
  - Putting victims at the heart of the justice system  
Ensuring victims receive a service that puts them first; through which they receive the right support and are treated as individuals. Includes support for crime prevention activities, more tailored support for individuals and businesses, and continued use of technology to provide a better service, particularly to repeat or vulnerable victims.
  - Tackling the misery caused by abuse, substance misuse and anti-social behaviour  
Ensuring victims of violence and abuse get the support they need, perpetrators are brought to justice and support is available to those who want to address substance addiction. Includes protection of funding for survivors of rape, child abuse and domestic violence, reviewing emergency and non-emergency telephone performance, and working with partners and charities to help those with damaging addictions get their lives back on track.
  - Mental health  
Ensuring people with mental health issues who come into contact with the police have access to the right support is a 'golden thread' that runs through the plan. The police may encounter people with mental health issues who are victims, witnesses or offenders, in crisis or been reported missing - mental health does not discriminate. The Commissioner is equally committed to ensuring officers/staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing. Includes setting up a Board to review mental health and policing within the county, reviewing the operation of previous street triage teams and continuing to fund mental health professionals within the Force Control Room.
10. Since this is an updated plan many elements are the same as the previous version, however it should be noted that the arrangements for holding the Chief Constable to account within the Governance section, reflect a number of changes instigated by the Commissioner. The section on the Police and Crime Panel has also been expanded.
11. As this plan is being introduced part-way through the year, the Finance and Medium Term Budget Challenge section is unchanged from that presented at the 3 February 2016 Panel meeting. Clearly there is no new precept proposal and the commissioning allocations for 2016/17 set out in Appendix 1, will be honoured.
12. In preparing this plan, the Chief Constable has been fully consulted.
13. In accordance with the PRSRA 2011, the Commissioner will keep the Police and Crime Plan under review. In particular, the plan will be reviewed in light of any changes to the Strategic Policing Requirement or recommendations made by the Police and Crime Panel.

# **POLICE AND CRIME PLAN**

September 2016 – March 2021

Updated August 2016

Version: Final

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# 1. Introduction

Your safety and security is my priority. I am committed to delivering the positive changes that urban, rural and coastal areas of Kent and Medway need to reduce crime and make people feel safe in their communities.

The job of a Police and Crime Commissioner is to make sure people's priorities for policing in their area are listened to, taken seriously, and acted upon by the police.

Throughout my career in public service, I have developed the experience required to support people through the police and justice system, hold Government Ministers and public officials to account and make decisions about how resources are allocated. As a Councillor, I have built a good working relationship with the police and coming from a police family, I understand not only what officers need to get the job done, but what they go through in the line of duty to protect us all.

Whilst this plan has many elements that are the same as the previous version, it has been updated to reflect the priorities within my Six Point Plan that formed the basis of my election campaign.

I will work hard to cut crime and reduce re-offending in all parts of the county. I want to make sure that victims are at the heart of the justice system and get the support they need. I will look at how we can deliver a better service to the public whilst ensuring value for money by developing strong working relationships with other emergency services in the county.

I want to increase visible policing on our streets and support neighbourhood teams. Action is required to tackle the harm caused by anti-social behaviour, domestic abuse, violence and substance misuse. I will work with communities on solutions to the misery caused by Operation Stack and promote better online security to prevent cyber-crime.

I want to revolutionise the approach to mental health, to ensure those with mental health issues who come into contact with the police, for whatever reason, receive the appropriate support without taking up valuable police time. I also want to ensure officers and staff have access to the right support should they need it.

As Commissioner, I have to produce a Police and Crime Plan which outlines my priorities for policing and crime & disorder reduction and the Chief Constable has a duty to deliver against it. Whilst my Office will hold him to account, the Chief Constable has complete operational independence over how policing is delivered, and nothing in this plan seeks to restrict this.

I am committed to listening to the views of the public and ensuring they are acted upon, whilst ensuring emerging threats and risks are given the attention they deserve. That is why, having served as Commissioner for a number of months and conducted broad public and partner consultation later this year, I will be publishing a brand new plan on the 1 April 2017. Thereafter, this plan will be regularly updated, in line with what local people want and Kent Police needs to get on with their job.

## **1.1 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 policing element of the council tax (police precept).
- Consulting and engaging with the public and specifically victims of crime.
- Commissioning victim services and overseeing service delivery.
- 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 about Kent Police and my Office to ensure openness and transparency.

## 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 the Chief Constable to account, the Commissioner has retained a number of existing governance arrangements. These include:

- A public Governance Board that enables the Commissioner to hold the Chief Constable to account for the effective delivery of policing. This is an open meeting and members of the public are welcome to attend. Standing items include reports on emerging risks and cross border crime, financial monitoring, Force performance and external inspection activity.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- The Commissioner attending the internal Kent Police Culture Board which is chaired by the Chief Constable and open to any officer or member of staff. In times of austerity it can be all too easy for an organisation to overlook its most important asset, its people. The Board's purpose is to continue the development of a culture which is consistent with the Commissioner and Chief Constable's shared Mission, Vision, Values and Priorities.
- 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 custody from harm.
- Senior staff within the Commissioner's Office attending a range of internal Kent Police meetings to observe and monitor delivery against the Commissioner's priorities.
- Requiring the Force to provide bespoke briefings to the Commissioner on significant and/or sensitive issues.

In addition, the Office receives regular management reports in relation to matters such as performance, complaints, finance and human resources. 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, the Commissioner may also call upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to inspect Kent Police.

## **2.2 The Kent and Medway Police and Crime Panel**

Actions and decisions taken by the Police and Crime Commissioner are reviewed by the Police and Crime Panel, made up of representatives from local councils and independent members.

The Panel provides checks and balances on the powers granted by the Police Reform and Social Responsibility Act 2011.

The Kent and Medway Police and Crime Panel usually meet about 6 times per year. The Panel expects the Commissioner to attend each meeting, with his officers (Chief Executive and Chief Finance Officer). It has no role in relation to the Chief Constable. Agendas are agreed in advance with the aim of no surprises at the meeting - the aim of the Kent and Medway Panel is to review every aspect of this plan at some point during the Commissioner's term of office. Meetings are held in public and also webcast.

The role of the Panel includes:

- Approving the precept (the money the Commissioner wants to raise through council tax).
- Reviewing the appointment of a Chief Constable.
- Reviewing the appointment of key staff (e.g. Chief Executive, Chief Finance Officer).
- Reviewing and reporting on the Police and Crime Plan.
- Reviewing the Commissioner's Annual Report.
- Handling and informally resolving complaints against the Commissioner.

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**

Whilst the basis of this plan is the Commissioner's Six Point Plan, and the Chief Constable has been consulted, there are a number of other factors and legal requirements that will be considered when developing the brand new plan for publication on the 1 April 2017. Examples 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 the 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 services.
- Public and victim consultation: feedback from the public and specifically victims about their expectations and experiences.
- Police and Crime Panel: the Panel has powers and duties to review and support the Commissioner in delivering the plan.
- Medium-term financial plan: recognising the on-going challenges to, and financial pressures on, police spending.
- Partnership priorities: recognising the value of partnership working and in particular considering the priorities of the District Community Safety Partnerships (CSPs), Kent Community Safety Partnership, Medway Community Safety Partnership and the Kent Criminal Justice Board.

### **3. Strategic Vision for Policing and Crime & Disorder Reduction**

The Chief Constable and the Commissioner are committed to working together to secure the best possible outcomes for policing and reducing crime & disorder for the people of Kent. This commitment is reflected in their 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, the Police and Crime Plan's strategic priorities are:

- Cutting crime and reducing re-offending.
- Delivering value for money.
- Visible, effective and dedicated policing.
- Putting victims at the heart of the justice system.
- Tackling the misery caused by abuse, substance misuse and anti-social behaviour.
- Mental health

## **4. My Six Point Plan: Priorities for Policing and Crime & Disorder Reduction**

### **4.1 Cutting crime and reducing re-offending**

Public safety and security is my top priority, so I will ensure the Force has the right resources in the right places to cut crime in urban, rural and coastal areas. My plans to increase visible policing will help in achieving this aim, as I firmly believe that police on the beat help to cut and prevent crime, whilst also providing reassurance.

Cyber-crime is becoming an increasing problem, with criminals exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities that know no borders and cause serious harm to victims.

- I will support schemes that help individuals and businesses to improve their online security.
- I will work with Action Fraud to educate and protect vulnerable people who may fall victim to cyber scams.
- I will work with the College of Policing to see how more people with advanced computer science skills can be recruited into the police service to combat cyber-crime.

I know some councils have improved public safety by sharing CCTV facilities, which I believe plays an important role in preventing and detecting crime.

- I will explore how collaborative schemes can be developed to improve CCTV coverage across the county and also the ability to rapidly deploy cameras to crime hotspots.

Criminals must be dealt with firmly, but I also believe in Restorative Justice.

- I want to work with organisations to make sure support is in place to break the cycle of re-offending, and also with the criminal justice system to provide effective rehabilitation for those coming out of prison.
- I will examine the feasibility of, and community support for, a free school in Kent and Medway to help troubled children and prevent them falling into a life of crime, as proposed by the former Home Secretary.

We are fortunate to have so many people in the county who are prepared to give up their time to serve for example as Special Constables, search and rescue helpers and Neighbourhood Watch Co-ordinators. Volunteers make an important contribution to safety and security.

- I will work with partners and voluntary organisations to harness the benefits volunteers can provide in helping to cut crime and tackle anti-social behaviour within local communities.
- I will promote the developmental benefits of being a Special Constable, and encourage more people to volunteer as they play such an important part in cutting crime and protecting public safety in the county.

Some rural communities have expressed concern that they do not always feel they get the attention they deserve.

- I will work in partnership with Kent Police and the Crime Rural Advisory Group to see what more can be done to support residents, farmers and businesses in rural areas.
- I will provide support to Community Speedwatch whose volunteers help to improve road safety and reduce accidents on Kent's roads.
- I will continue to hold a rural crime conference to listen to residents' views.
- I will establish a network of rural community coordinators to support the police, assist victims and share information within rural communities.
- I will continue to monitor and address (as appropriate) firearms licencing delays to ensure those applying for certificates are able to comply with legislation and our strict gun laws.

## **4.2 Delivering value for money**

The last four years have been challenging financially for the police, as every part of the public sector has been asked to do its bit to reduce the national deficit. As things stand, the pressure will not be as great, as overall police spending will be protected in real terms, taking into account council tax precept rises.

However Kent taxpayers deserve to know their money is being well spent. Effective policing is not about the amount of money that is spent, but how it is spent.

- I will lobby hard to ensure that Kent gets the funding it needs to tackle crime and anti-social behaviour and that there is greater acknowledgement of our gateway to Europe issues.
- I will see what more can be done to develop the collaborative relationship with Kent Fire and Rescue Service to provide a better service to communities, whilst delivering value for money.
- I will ensure the Force makes best use of its people and resources by investing in new technology and innovation to reduce bureaucracy and streamline processes.

## **4.3 Visible, effective and dedicated policing**

Our police officers, Special Constables and police staff do so much for us all in the line of duty. Coming from a policing family, I understand and appreciate what they do for us out on the beat every day.

One of my most important functions as Commissioner is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county. This has been more difficult in recent years, but I am very pleased that the Chief Constable will be recruiting:

- 400 police officers over the next 18 months, increasing the overall number to more than 3,200;
  - 50 Police Community Support Officers, to maintain the overall number at more than 300.
- I will ensure the Force discharges its functions set out in the Strategic Policing Requirement and continue to support partnership working to prevent violent extremism and radicalisation.
  - I will ensure the Force has the resources and capacity to protect the public from terrorism and the ever changing threats faced by our county and country.
  - I will work with communities, parishes and residents to review neighbourhood policing arrangements in the county.
  - I will retain the role of PCSO and support them in their work preventing crime and anti-social behaviour, as well as providing a local reassuring presence within communities.
  - I will discuss with the Chief Constable opportunities for increasing the range of powers available to PCSO's, to maximise the positive contribution they make.
  - I will work with the Home Office, local authorities and other organisations to protect the vulnerable from threats, such as gang crime, modern slavery and child sexual exploitation.
  - I will hold the Chief Constable to account for promoting ethical behaviour amongst his workforce and ensure the College of Policing's Code of Ethics forms the bedrock of standards and behaviour.

#### **4.4 Putting victims at the heart of the justice system**

Victims of crime deserve to see offenders brought to justice and to receive the right support to help them recover and move on with their lives. They have to deal with the police, go to court, perhaps even give evidence and await a verdict – as well as deal with the emotional after-effects of a crime.

I want a service that puts victims first and foremost, in which they are treated as individuals and not simply a statistic.

- I will provide faster and more tailored support for individuals and businesses who become a victim of crime.
- I will support crime prevention schemes that help individuals and businesses not to become victims in the first place.
- I will work with the Force and the Crown Prosecution Service to ensure the public have confidence in the charging process and that it is effective, efficient and robust.
- I will look at ways in which we can continue to use technology to provide a better service to victims and what additional applications, such as Country Eye, can be developed for public and police use.
- I will work with the Force and partners to ensure repeat and vulnerable victims of crime and anti-social behaviour receive enhanced support and appropriate referrals.

#### **4.5 Tackling the misery caused by abuse, substance misuse and anti-social behaviour**

There is no place for violence or abuse in our society. I want to ensure victims get the support they need while perpetrators are brought to justice.

Drug addiction causes misery for individuals, their families and those whose lives it impacts upon, either through crime or anti-social behaviour. I want to support schemes that tackle substance misuse from a criminal perspective, and also assist those who want to tackle their addiction.

- I will do all I can to maintain support for victims services and protect funding for survivors of rape, child abuse and domestic violence.
- I will work with charities and organisations that provide support to those with damaging addictions, helping to keep them away from criminal activity and get their lives back on track.
- I will regularly review the performance of the emergency and non-emergency telephone service to make sure victims of crime and anti-social behaviour can get through to someone quickly, their reports are acted on, and referrals or signposting take place.
- I will work with councils, Neighbourhood Watch and other partners to tackle anti-social behaviour that causes the most harm to communities.

#### **4.6 Mental Health**

Mental health is not only an issue I care deeply about, but also one that has become much more important within the police and criminal justice system. It is estimated that a third of police time is now spent dealing with people who have a mental health issue and it is in everyone's interests to ensure there is an effective response.

That is why mental health is a 'golden thread' that runs through this plan. The police may encounter people with mental health issues who are victims, witnesses, offenders, in crisis or been reported missing. Mental health does not discriminate and that is why I want to revolutionise the way in which people with mental health issues interact with the police.

However, I am equally committed to ensuring officers and staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing. 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 bring together relevant bodies to review mental health and policing within the county, including representatives from the police, NHS and other agencies.
- I will ensure officers and staff have the support they need and training necessary to deal with incidents safely and effectively.
- I will review the operation of street triage teams and see if they can be brought back in some form, enabling mental health professionals and police officers to respond to calls together.
- I will continue to fund the presence of mental health professionals in the Force Control Room to reduce the demand, and ensure callers with mental health issues receive the right support.
- I will ensure the continued availability of occupational and mental health support for officers and staff, and work with Mind's Blue Light campaign to better understand the causes of anxiety, depression and stress and see what more my Office can do to help.

## **5. Delivery Principles**

### **5.1 Transparency and openness**

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

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.

### **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.

A varied public engagement programme ensures that the public can have their say on how their streets and communities are policed. This includes regular engagement visits across the county, a pop up street stall, joint online meetings with the Chief Constable, social media and private correspondence. This approach allows people to express their views in a way which is most convenient for them. Listening to the public helps to ensure Kent Police is dealing with those issues that matter most to the people of Kent.

### **5.3 Partnership working**

One of the core principles underpinning this plan is the value and importance of partnership working and 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

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. 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**

Police and Crime Plans are reviewed annually and key sections revised accordingly. However, they are also 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 and Crime Commissioner's funding: The current situation**

The Gross funding is made up of:

64% grant funding, both general and specific, from the Government;  
29% from the police element of the council tax; and  
7% from miscellaneous income streams.

The funding outlook for police looks much better than originally feared but still requires savings. In the Government's Spending Review announced in November 2015, the Chancellor set out his aim to ensure police force budgets were at least maintained at current cash levels over the next four years providing all Police and Crime Commissioners increased their respective precepts by the maximum allowed. That translated into an actual 0.6% cash cut in Kent's general police grant for 2016/17.

That cash cut in grant coupled with inflation and other cost pressures including employing 24 of the extra firearms officers the Chief Constable advises he needs, partly offset by the use of reserves and a £5 or 3.4% increase in the policing precept, requires savings of £8.7m or 3.2% on the net budget. Thanks to sensible forward planning, the Force will be able to deliver these savings without any cuts to front-line policing. In part the savings are being delivered by improved use of IT and innovation and other efficiency measures. However, inevitably it will still lead to the loss of some posts, primarily through natural attrition, further restructuring and asking staff and officers to do even more.

### **6.2 The medium term financial challenge**

Beyond 2016/17, the Government has given no indication yet as to force allocations in future years, but we do know it will be in the context of the relative protection for police budgets announced by the Chancellor. On that basis extending the core budget assumptions employed for 2016/17 over the whole 4 years to 2019/20 but only assuming a 2% precept increase for 2017/18 onwards, and providing for some contingency including for the new national 'Apprenticeship Levy' in 2017/18, implies a total savings requirement for Kent of £33m for the four year period. This is 12% of the net budget, roughly half the challenge initially feared, but still requiring significant savings to be delivered over the period. This will be on top of the £62m of savings already delivered since 2011/12. In addition this savings target does not take account of any further changes in grant, either positive or negative, that may arise from the review of the formula that the government uses to distribute the national pot of police grant between individual forces. The formula changes could happen in 2017/18, but with no details or figures to work with, it is impossible to anticipate the impact on Kent.

The Chief Constable will be developing and refining saving options during 2016/17 to ensure the Force can respond effectively to the revised medium-term financial challenge. 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 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 29% of the total budget. For a family in Kent living in a Band D property, the Kent Police precept for 2015/16 stood at £147.15 per year, the joint third lowest of all shire areas in England and Wales. In comparison, the average was £173.35.

The Government limits how much money can be raised through the police element of the precept without triggering an expensive referendum. For most forces, the current permitted increase is up to 1.99% each year, but for the ten forces with the lowest precept, of which Kent is one, the permitted increase is up to £5 or 3.4% on a Band D property. After consultation, the previous Commissioner decided to raise the precept in Kent by £5. As well as helping to offset savings otherwise required, it allows funding for 24 of the extra firearms officers the Chief Constable advises he needs to protect the public. The majority of the consultation responses supported an increase.

An increase of £5 means that for 2016/17, the annual policing precept for a Band D equivalent property will be £152.15, up from £147.15. This represents an increase of 9.6 pence per week to pay for policing services when compared to the 2015/16 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 2% is assumed in the police element of the council tax; for 2017/18 onwards.

### 6.4 Policing budget for 2016/17

The annual budget for gross spending on policing and community safety is set at £313.3m. It is broken down as follows:

| <b><u>Kent Police budget by subject area</u></b>       | <b>2016/17<br/>£m</b> |
|--|-----------------------|
| Pay and overtime                                       | 258.7                 |
| Premises related                                       | 21.3                  |
| Transport related                                      | 7.6                   |
| Other supplies and services                            | 28.7                  |
| Office of the Commissioner                             | 1.5                   |
| Grants and victim services awarded by the Commissioner | 4.2                   |
| Savings required                                       | -8.7                  |
| <b>Gross police and community safety spending</b>      | <b>313.3</b>          |
| Less local income and specific grants for policing     | 29.2                  |
| Less specific grant for victims services               | 2.1                   |
| Less contribution from reserves                        | 3.9                   |
| <b>Net police and community safety spending</b>        | <b>278.1</b>          |
| <b>Financed by:</b>                                    |                       |
| General policing and legacy grants                     | 186.2                 |
| Council tax precept                                    | 91.9                  |
| <b>Net financing</b>                                   | <b>278.1</b>          |

## **6.5 Coping with new savings requirements – working with partners**

As well as being as efficient and effective as possible, coping with significant 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 areas will be developed during 2016/17.

## **6.6 Other spending plans**

As well as the continuation of the £200,000 per annum for the Chief Constable to invest in child sexual exploitation capacity, one-off funding will be allocated from savings in previous years to allow:

- £30,000 to fund an Anti-slavery Partnership Coordinator within the Serious Crime Directorate.
- A further £100,000 in 2016/17 to support the Chief Constable's continued investment in his people and the wellbeing of the workforce.
- £75,000 to support a further year of Police Community Support Officer crime prevention work in primary schools.
- £50,000 for IT systems to track, monitor and manage the health of detainees in police custody.

In addition to revenue spending, a total of £15m will be allocated for a variety of new capital and investment projects during 2016/17. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £44m new capital investment over the next four 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. 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 Commissioning – working with partners:**

Working with partners to reduce crime, anti-social behaviour and to support victims is vital and Police and Crime Commissioners have been given commissioning responsibilities and associated funding to enable them to deliver this function. There are two aspects to the Commissioners commissioning responsibilities:

- Community Safety; and
- Victim Services.

The community safety element is an amalgamation of Home Office drugs, crime and community safety funding streams. This is non-ring-fenced funding to commission services to help tackle drugs and crime, reduce re-offending, and improve community safety.

The victim services element is devolved funding from the Ministry of Justice (MOJ) for the specific purpose of commissioning local victim services. This funding was issued to Commissioners in October 2014 and is vital to supporting the delivery of effective support services for victims of crime. This funding is utilised for the delivery of the core commissioned victim service and specialist victim service provision.

The key principles to the commissioning approach are:

1. To adopt a flexible approach to commissioning utilising different methods to ensure the best outcomes are achieved, this may include the issuing of grants or the commissioning of services directly.
2. All grants and commissioned services must identify the priorities in this plan that they will help to deliver and satisfactory monitoring must be returned to my Office to evidence this link and the outcomes achieved.
3. A commitment to work with existing partners to deliver joined up services where possible and appropriate.
4. Ensuring proportionate commissioning governance arrangements.
5. Providing as much medium-term funding certainty as possible whilst also taking into account the reduced funding anticipated in future years.

In respect of medium-term certainty for the community safety element of the funding, the promise was made that as much future funding certainty as possible would be provided to partners. However it is important to remember the context. In 2014/15, all former specific grants received for community safety were absorbed into the general policing grant. This meant that from 2014/15 onwards, allocations to partners and projects had to reflect the general policing grant cut suffered. Accordingly, in 2014/15 allocations to partners were set out for the three years to 2016/17 on the basis of assumed cuts in the general grant cut over that period. Those indicative allocations were honoured for 2015/16. The cut in police grant in 2016/17 is less than originally feared. Accordingly, through the use of Office budget underspends in 2015/16, the commissioning allocations to key partners will remain at the same level in 2016/17 as in 2015/16. This is in recognition of the positive work undertaken by the partnerships in Kent to reduce crime and anti-social behaviour and support victims.

### **Proposed allocations**

Assuming all partners continue to engage positively, the commissioning allocations for 2016/17 are set out in Appendix 1. The most significant change compared to previously published plans is the inclusion of the victim services elements, funded by a specific grant from the MOJ. For 2016/17, the confirmed grant is £2.1m, an increase of £146,000 on the previous year. As advised by the MOJ, the Commissioner will use this uplift to support child victims of sexual assault.

## Appendix 1 – Commissioned Services Allocations

| Organisation                                       | 2016/17<br>£m    |
|--|------------------|
| Ashford Community Safety Partnership               | 28,858           |
| Canterbury Community Safety Partnership            | 32,981           |
| Dartford Community Safety Partnership              | 31,857           |
| Dover Community Safety Partnership                 | 28,858           |
| Gravesham Community Safety Partnership             | 31,857           |
| Maidstone Community Safety Partnership             | 37,104           |
| Medway Community Safety Partnership                | 96,782           |
| Sevenoaks Community Safety Partnership             | 31,107           |
| Shepway Community Safety Partnership               | 28,858           |
| Swale Community Safety Partnership                 | 33,731           |
| Thanet Community Safety Partnership                | 33,116           |
| Tonbridge and Malling Community Safety Partnership | 27,974           |
| Tunbridge Wells Community Safety Partnership       | 28,484           |
| Kent Community Safety Partnership (KCSP)           | 39,661           |
| Young Persons Substance Misuse                     | 92,627           |
| Kent Youth Offending Team                          | 275,107          |
| Medway Youth Offending Team                        | 90,353           |
| Kent Drug and Alcohol Action Team                  | 301,449          |
| Kent Safeguarding Children                         | 45,934           |
| Kent and Medway Adult Safeguarding                 | 21,120           |
| Medway Safeguarding Children Board                 | 15,434           |
| Medway Drug and Alcohol Action Team                | 59,042           |
| Youth Diversion Fund                               | 75,000           |
| National Crimestoppers                             | 39,156           |
| Local Crimestoppers                                | 14,699           |
| Independent Domestic Violence Advisors Contract    | 115,000          |
| Kent Criminal Justice Board Support                | 40,000           |
| Restorative Justice via KCJB                       | 46,000           |
| Kent DV Co-ordinator (KCC)                         | 4,760            |
| Safer Kent   | 20,000           |
| SARC Funding                                       | 55,000           |
| Commissioner's Fund                                | 100,000          |
| Children of Domestic Abuse Victims                 | 51,009           |
| Child Sexual Exploitation                          | 200,000          |
| Core Victim Services                               | 1,055,000        |
| Continuation Grants                                | 81,820           |
| Counselling Services for Victims of Sexual Assault | 80,000           |
| Medium Risk Domestic Abuse Intervention Services   | 70,000           |
| Specialist Victim Services to be Commissioned*     | 739,405          |
| <b>Total</b>                                       | <b>4,199,144</b> |

\* Including £146,225 for child victims of sexual assault.