



Safer in Kent: The Community Safety and Criminal Justice Plan

April 2017 to March 2021

Version: Final

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Leadership:

Strong ethics, transparency and integrity at all times

Guiding principles:

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

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

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

As the Police and Crime Commissioner, I will support this by:

1. Holding the Chief Constable to account for the delivery of Kent Police's priorities
2. Supporting all victims of crime and abuse
3. Commissioning services that reduce pressure on policing due to mental health
4. Investing in schemes that make people safer and reduce re-offending
5. Making offenders pay for the harm that they have caused
6. Actively engaging with residents in Kent and Medway

Opportunities for the future:

1. Calling for more criminal justice powers for PCCs
2. Lobbying for a fairer funding settlement for Kent
3. Further collaboration with other organisations
4. Oversight of the Police complaints process
5. Ideas tested during the consultation
6. Backing volunteering

Introduction and context

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

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

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

Progress against this plan will be published in future Annual Reports which will be made public via my website and also submitted to the Police and Crime Panel. However, this progress will not be judged on stipulated numerical targets, but consider other feedback, including HMIC reports and other independent publications.

Leadership: strong ethics, transparency and integrity at all times

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

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

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

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

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

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

Guiding principles

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

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

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

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

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

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

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

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

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

3. Vulnerable people must be protected from harm

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

Police, the PCC and other key bodies need to continue to work together to raise awareness of these issues in order to protect both adults and young people from harm, support victims of crime by guaranteeing their rights through the [Victims' Code](#), tackle hate crime and ensure those perpetrating serious and heinous crimes are brought to justice.

Joint Vision

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

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

Kent Police's Priorities – 2017 to 2021:

The following priorities have been created based on the outcome of the consultation I ran from October to December 2016 and from meetings with community groups and residents. The Chief Constable is expected to formally respond and outline how the plan will be delivered. As PCC, I will then hold him to account for the progress made.

1. Put victims first

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

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

Victims must be at the heart of everything the force does and be treated with fairness, respect and dignity so that victims of all crimes, including abuse, violence and hate, have the confidence to come forward.

2. Fight crime and antisocial behaviour

Tackling crime and antisocial behaviour are issues that residents care deeply about and this is reflected in the outcome of the Police and Crime Plan consultation. This includes violent crime, burglary and knife crime.

The force has shown a commitment to improving investigations and case files to bring more people to justice. I hope this will lead to more criminals being caught.

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

3. Tackle abuse, exploitation and violence

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

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

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

4. Combat organised crime and gangs

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

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

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

5. Provide visible neighbourhood policing and effective roads policing

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

Kent Police must also continue to work with partners to ensure that individuals - whether driving, riding a bike or motorbike or walking - can use our roads safely. The force must continue to crackdown on the main factors which contribute to people being killed and seriously Injured on Kent's roads – including speeding, using a mobile phone, not using a seatbelt, and drink/drug-driving. These are not trivial offences; they put public road users at risk and can be addressed with both education and enforcement.

6. Deliver an efficient service

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

Whether through new technology and innovation such as mobile devices, body worn video, or video enabled justice, by reducing demand or investing in its people, Kent Police must continue to review processes and reduce bureaucracy where appropriate, to make sure the demands of local communities are being met, while ensuring value for money.

The Strategic Policing Requirement

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

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

How I will support this plan:

The PCC has a broad set of responsibilities that expands beyond policing and it is important that I carry out these functions effectively to support local people's priorities.

1. Holding the Chief Constable to account for the delivery of Kent Police's priorities

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

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

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

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

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

In specific circumstances, PCCs may also call upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to inspect their force.

2. Supporting all victims of crime and abuse

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

The services I will support and develop range from core victim support services for those who have suffered crimes such as theft, to specialist services for victims with more complex needs, such as rape, sexual assault and hate crime.

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

- **Engagement and Support Service**

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

- **Compass House**

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

Victims and witnesses are not required to visit Compass House to access support, as the services are delivered within Kent's communities. Victim Support also operates Compass Points where victims can discuss their needs face-to-face in their communities.

- **Specialist Victims' Services**

In addition to the services provided by Victim Support, it is important to ensure victims have access to more specialist support services where they have more complex and specialist needs. These services might include trauma counselling and support for sexual assault victims, and my office will continue to identify opportunities to develop these in collaboration, or by making funding available such as through the Victim Specialist Services Fund.

- **Restorative Justice**

Recognising that the recovery process is unique, I will provide services that support the delivery of victim-led restorative justice opportunities in order to support their recovery and reduce re-offending.

- **Independent Sexual Violence Advisers and Sexual Assault Support Services**

I will seek to provide greater sustainability for Independent Sexual Violence Advisers in Kent, including by working closely with NHS England, Clinical Commissioning Groups (CCGs) and other partners to ensure the right services are available at the right time.

- **Domestic Abuse**

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

- **Child Sexual Assault**

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

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

3. Commissioning services that reduce pressure on policing due to mental health

I will allocate funding to support schemes and / or projects that reflect my commitment to this issue. In addition to projects already in existence or those implemented since I took up office, including increasing the presence of mental health professionals within the Force Control Room, I will make funding available for new and innovative projects that reduce pressure on policing due to mental health through early intervention, raising awareness, counselling, crisis support or provision of alternative places of safety. I also want to work with those who help keep vulnerable people, with conditions such as dementia, safe from harm and exploitation.

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

Equally, research conducted by the mental health charity Mind shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support. I will work with them to support their own wellbeing.

4. Investing in schemes that make people safer and reduce re-offending

I will continue to allocate funding to support innovative local working to tackle online crime and other issues linked to this plan. The funding will be aimed at the Community Safety Partnerships, Kent Police, voluntary, charity and community groups to support the delivery of projects that address one or more of the following criteria:

- Empower and support local communities to work towards preventing and/or reducing crime and antisocial behaviour;
- Provide support to vulnerable, minority and/or hard to reach groups to prevent and/or reduce victimisation and repeat victimisation;
- Prevent and reduce re-offending.

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

I will continue to fund drug and alcohol misuse programmes in order to support individuals to turn their lives around, and tackle the harm that can be caused in communities. I shall also fund work to reduce youth offending and to try to prevent young people re-entering the criminal justice system.

5. Making offenders pay for the harm that they have caused

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

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

6. Actively engaging with residents in Kent and Medway

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

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

They include the following:

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

Alongside this plan, I will also set out how I will increase my direct engagement with young people to ensure that they are adequately represented, and those who face particular challenges, such as looked after children and unaccompanied asylum seeking children are supported.

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

Opportunities for the future:

1. Calling for more criminal justice powers for PCCs

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

However, there is more that can be done. The Ministry of Justice is reviewing the potential of further devolvement of victims' services to PCCs. I will explore these opportunities to ensure that victims of crime in Kent receive the best possible services to support them in coping and recovering from the crime they have experienced.

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

2. Lobbying for a fairer funding settlement for Kent

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

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

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

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

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

3. Further collaboration with other organisations

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

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

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

By collaborating with other organisations, it is possible to tackle crime and community issues more effectively through improved communication and by making better use of limited resources and greater sharing of skills and expertise. We can also share best practice across a wider area on issues like mental health and innovation. Powers given to PCCs and police forces in the Police and Crime Act will increase the opportunities for Blue Light services to work together for the benefit of the areas that they serve.

As a PCC, I am developing positive relationships with the county's MPs, Council Leaders and other key stakeholders, so that we can deliver even more for Kent and Medway residents.

4. Oversight of the police complaints process

The Police and Crime Act will give PCCs greater involvement in, and responsibility for the performance of, the police complaints process. At present, my office only has a statutory duty in terms of complaints made against the Chief Constable and also works with the force to assess complaints handling.

There are several different models suggested for PCCs in the future, and I am considering the 'Appellate' function, which would provide a review process for complainants to contact the PCC if they are not satisfied with lower level complaints handling.

Through reform of the Independent Police Complaints Commission (IPCC) and changes proposed, more confidence can be given to the public, seeking resolution, when things do not go right.

5. Ideas tested during the consultation

A number of suggested policies were included in section three of the consultation in order to see if they were plans that residents might support. There were some which received high levels of support, and so I will work with the force to explore these further.

6. Backing volunteering

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

I am also keen to support those organisations which support Kent Police, but do not formally wear a police logo. Without the extensive support of a great number of charities and volunteers, there would be extra costs and resources that Kent Police would need to find. Through my Volunteering Support Group, I will back those who compliment policing through their vital work.

Resources and Medium Term Finance Plan:

Setting the force budget and deciding on the level of council tax is one of the most important decisions I take. In a time of diminishing resources I will challenge every spending decision to ensure it delivers value for money for the Kent taxpayer.

• Funding

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

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

The amount I receive from government is falling and for 2017/18, Kent will lose £2.4million of funding as money has been taken away to pay for other central government priorities in policing and criminal justice. That equates to an actual cash cut of 1.4%.

• Medium term financial challenges

A significant challenge over the medium term is the uncertainty over the funding I will receive in the future. The government has announced plans to revise the Police Funding Formula. This is the formula used to distribute the national pot of police grant to the individual PCCs. It is anticipated that a new formula will be in place for the police grant settlement for 2018/19. It is hard to predict whether Kent will gain or lose funding through this change but I will be lobbying government hard to make Kent's voice heard, highlighting the unique financial pressures we face and trying to ensure we receive a fair share of police funding.

The reduction in funding for 2017/18 was larger than expected and with inflation and other cost pressures Kent requires savings to be made of £25.9m by 2020/21. With the increased uncertainty over future funding levels due to the potential formula changes I have decided to support the force with £5.1m reserves in 2017/18 with further support in 2018/19. This does not absolve the force from making those savings but allows them time to re-profile the savings over a longer period when more certainty over funding levels is known.

I have challenged the Chief Constable that I expect the force to maximise efficiency opportunities, fully explore collaboration with other forces and with partners and challenge all aspects of spending in order for the savings to be achieved and to limit the impact of savings on the frontline wherever possible. I have received assurance from the Chief Constable that the force are developing and refining saving options to ensure that we can meet the medium term challenge.

• Council tax

The Government sets a limit on how much can be raised through the council tax before I have to call a referendum. For most forces this limit is 1.99%, but for the ten force areas with the lowest council tax, which includes Kent, the limit is £5.

Ideologically, I am a low-tax Conservative. During the course of my campaign, I said that I did not want the precept to rise unless it was needed to protect frontline policing. The Chancellor has stated clearly that to maintain funding for policing the precept should be increased to the maximum level. Therefore I believe for 2017/18 that this announcement meets that test and that the council tax for Kent will increase by £5 for an average Band D property, an equivalent increase of 3.3%.

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

- **Commissioning and working with partners**

Working with partners to reduce crime, antisocial behaviour and to support victims is vital and I have been given responsibilities and funding to deliver the ‘and crime’ element of my role. I have developed a [Commissioning Strategy](#) that sets out clearly my approach to commissioning.

In total the combined Commissioning and victims support budget of £4.2m is fully funded for 2017/18. My commissioning strategy sets out the intention to provide as much medium term certainty to our partners as possible, however, the position over the medium term may need to be adjusted in light of future Ministry of Justice grant decisions.

The commissioning budget breakdown for 2017/18 is set out below.

Organisation	2017/18 £m
Community Safety Partnerships	511,229
Young Persons Substance Misuse	92,627
Youth Offending Teams	365,460
Kent & Medway Safeguarding Adults and Children Boards	82,488
Drug and Alcohol Action Teams	360,491
Volunteer Youth Cadets	40,000
National Crimestoppers	39,156
Local Crimestoppers	14,699
The Safer in Kent Fund	150,000
Safer Kent	20,000
Domestic Abuse Services	185,000
Kent Criminal Justice Board Support	40,000
Restorative Justice	200,000
Sexual Assault Support Services	200,000
Core Victim Services	1,055,000
Specialist Victim Services	500,000
Mental Health & Policing Fund	250,000
Contingency	95,367
Total	4,201,517