

DRAFT REFRESHED

POLICE AND CRIME PLAN

April 2013 – March 2017

Updated Spring 2016

Version: Final

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1. Introduction

This is the third 'refresh' of my Police and Crime Plan, which runs until March 2017.

It has been updated to incorporate some of the new initiatives which are now up-and-running in Kent but also continues to reflect the things which the people of Kent have told me matter the most to them.

The last 12 months have been busy for my Office, and for policing as a whole.

Kent's new victim and witness care and advice centre, Compass House, opened on time and on budget in April 2015 and is now one year old. When the Ministry of Justice devolved responsibility for commissioning victims' services to individual Police and Crime Commissioners, I was keen to improve upon the previous 'one-size-fits-all' model because victims deserve the very best that we can afford and offer.

Now we have a locally-focussed service here in Kent providing bespoke support for each victim. After a thorough tender process we selected Victim Support to provide the core support services, but money has also been granted to specialist providers to help some of Kent's most vulnerable victims of crime.

I'm very proud of what we have achieved, but most of all I'm proud that Kent has a first-class facility where Kent Police and Victim Support are working together under one roof putting victims and witnesses at the heart of the criminal justice system.

This year has also seen the launch of a new multi-agency team to combat child sexual exploitation. When the country woke up to the abuse which had been going on in Rotherham, the one big thing that came out of it was the need for partnership working. Thanks to my financial commitment and the efforts of the Chief Constable, agencies in Kent are now working together to identify children at risk, taking action to protect them and providing help and support to assist their recovery.

But there is always more work to be done, which is why this plan includes a renewed focus on protecting and safeguarding children - particularly those in care who are most at risk of becoming victims of this abhorrent crime. Kent has more than its share of vulnerable young people, especially when you take into account the number of unaccompanied asylum seeking children being looked after.

We remain committed to traditional community policing, but forces across Britain also face emerging threats from cyber-crime and modern slavery. Here in Kent, we're already taking proactive steps to protect the public from these new crime types and this plan sets out my commitment to do even more in 2016/17.

However, public safety is at the forefront of everyone's minds at the moment following the shocking and tragic events in Paris last autumn. Kent is undoubtedly in a unique position, as the gateway to Europe some 35 million people pass through our borders each year, and the Home Secretary has also requested that forces increase their firearms' capability by up to 50%. That is why I've taken the decision to increase the policing element of a Band D household's council tax bill by £5 in 2016/17. The extra £1.2million this raises will be used to recruit 24 of the 37 additional firearms officers the Chief Constable advises he needs to protect the communities of Kent.

I would like to conclude by thanking all those who responded to our two consultations and gave their views on my plan. We have had difficult decisions to make but now is not the time to compromise on public safety. I commend to you my vision as the Kent Police and Crime Commissioner which Kent Police and its 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 they remain core to the 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.
- 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.

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 & disorder reduction for the period 1 April 2013 – 31 March 2017.

Beneath this plan sits a plethora of detailed tactical plans developed by the Chief Constable to ensure effective delivery of these and other priorities.

In refreshing this plan, the Office of the Police and Crime Commissioner has considered the impact of recent significant budget reductions on the police and other public sector agencies. Despite having to take some difficult decisions, the Commissioner has remained steadfast in her commitment, which is also the Chief Constable's, to ensuring local visible policing, the number one priority for the people of Kent, is at the heart of the policing model. Whilst there is apparent better news about the future of police funding, there are still significant financial challenges ahead; as Kent's elected Police and Crime Commissioner, this commitment to the people of Kent is once again reaffirmed.

In refreshing this plan, it is also 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 the 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 the 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 the 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. Standing items include reports on the multi-agency child sexual exploitation team, financial monitoring, Force performance and external inspection activity.
- The People Board which is of equal importance as the Governance Board and aligned to it. This focuses on the culture of the organisation and the welfare of the people working in it. In times of austerity it can be all too easy to overlook the most important asset, your staff. 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 joint Audit Committee that 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 are fulfilling their duty to protect people detained in custody from harm.
- The Ethics Committee, that 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.
- Senior staff within the Commissioner's Office attending a range of internal Kent Police meetings to observe and monitor delivery against the priorities set out in this plan.
- Requiring the Force to provide bespoke briefings to the Commissioner on significant and/or sensitive issues. Recent examples include serious & organised crime and the Emergency Services Mobile Communications Programme.

In addition to the above, the 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.
- Calling upon public bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), to inspect Kent Police on the Commissioner's behalf.

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.

This panel provides checks and balances on the powers granted by the Police Reform and Social Responsibility Act 2011. The role of the panel includes:

- Approving the precept (the money the Commissioner wants to raise through council tax to pay for policing).
- Reviewing the person who the Commissioner proposes to appoint as Chief Constable.
- Holding confirmation hearings concerning the appointment of key staff (e.g. Chief Executive).
- Making recommendations on the Commissioner's Police and Crime Plan and Annual Report.

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 review and support the Commissioner in delivering this plan.
- Medium-term financial plan: recognises the on-going challenges to, and financial pressures on, police spending.
- Partnership priorities: The 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 the Commissioner 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 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 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. All partners, and in particular the local Community Safety Partnerships and recently formed combined Community Safety Unit, have a crucial role to play. In addition, the needs of different communities and groups are recognised, for example supporting rural communities and the business sector 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 '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.
- Building on last year's increase in resources within the Business Crime Advisory Group, continue to recognise the specific concerns of businesses, reduce the volume and impact of business crime and identify emerging issues.
- Work to the partnership strategy and protocol in dealing with anti-social behaviour and ensure a seamless service to victims.

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

Visible community policing is the bedrock of policing in the county, and finding new ways of keeping police officers and Police Community Support Officers (PCSOs) in Kent's communities are essential. The 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.

- Continue to utilise 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, Neighbourhood Watch Schemes and other voluntary organisations.
- 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 police estate 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.
- 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 there is a transparent, effective and timely response to complaints made against Kent Police in line with legislation, including those locally resolved and those referred to the Independent Police Complaints Commission.
- Ensure the College of Policing's Code of Ethics continues to be embedded in Kent Police.

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

The police cannot reduce crime alone, and preventative work is 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.
- Continue to engage with the Community Rehabilitation Company and National Probation Service to ensure Kent's priorities are understood and effective working practices developed.

- 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 will 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 have responsibility for the commissioning of victim support services; this 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:

- Maximise opportunities afforded by Compass House to deliver a county-wide care and advice service for victims and witnesses. Using virtual and digital access to information and to support integration of the victim's journey through the criminal justice system with the appropriate support.

- Deliver a commissioning prospectus for specialist victim services in Kent which is based on need and ensures effective and timely support to victims.
- Proactively manage the long term contract for core victim services in Kent, ensuring victims who report crime or those who don't wish to report are able to access services tailored to their individual needs.
- Use victim feedback, 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.
- Focus on resolving crime and anti-social behaviour so victims feel they have had a quality service from the Force in line with latest Home Office guidance on outcomes.
- Provide an effective service to support all victims of domestic abuse, including a countywide Independent Domestic Violence Adviser (IDVA) service and support programme for the children of domestic abuse victims.
- 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 use of TrackMyCrime and the national Code of Practice for Victims of Crime.
- Promote and support victim initiated Restorative Justice, to help victims or their families cope and recover from the crime.
- Ensure Kent Police is working to meet the national Code of Practice for Victims of Crime and Witness Charter and work with other criminal justice partners on delivering their responsibilities under the Code.
- Improve the support services available to victims of sexual assault and enhance the Sexual Assault Referral Centre (SARC).
- Ensure appropriate ownership and effective management of procedures and practices in relation to children and young-people.

4.5 Protect the public from harm

In light of the increased threat from extremists, as well as other criminal activity targeting the most vulnerable in society, there is a need to balance the delivery of local, visible community policing with effective services that protect the public from harm. Policing activity to manage this work is often invisible but the impact of such activity can cause serious harm to individuals and communities, as recently seen in attacks across mainland Europe.

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

- Continue working together to prevent violent extremism and radicalisation through the PREVENT programme and where appropriate, enhance specialist capability and capacity to protect communities and the public from local, national and international threats.

- Build on developments last year and continue working together in the multi-agency child sexual exploitation team, raising awareness and effectively sharing information to identify and protect victims and bring offenders to justice.
- Continue protecting children from harm through effective and joined up arrangements, particularly those in care and unaccompanied asylum seeking children. This includes working in conjunction with the Safeguarding Children Boards and the Safeguarding Vulnerable Adults Board.
- 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.
- Enhance capacity to tackle cybercrime and cyber-enabled crime in conjunction with industry and other policing bodies, and educate the public on how to protect themselves.
- 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 Casualty Reduction Partnership in Kent.
- 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.
- Increase resources in recognition of the issues associated with modern slavery, and through local partnership coordination and the national Anti-trafficking and Modern Slavery Network ensure servitude, forced labour and human trafficking are effectively tackled.

4.6 Deliver value for money

To deliver the best possible service in the county, it is essential that Kent Police is as efficient and effective as possible. The promise to not privatise Kent Police remains, but it does not prevent working more closely with the private and third sector to develop innovative and fresh ideas. This focus on innovation and continuous improvement is essential to minimise the impact of recent grant cuts and future financial pressures on front-line policing.

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

- Identify options to deal with grant cuts and future financial challenges.
- 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 mobile devices for frontline officers.
- Meet the savings target required in each and every year of this 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, and where necessary enhance 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. The 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.

The 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.

The 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 the 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, local surgeries, 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 Police and Crime 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 the Office of the Police and Crime Commissioner and the Force continue to actively participate in and engage with relevant partnership structures. As a result, the 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. The 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 the 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. The 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 has 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 37 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 next year 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 for next year 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 currently 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 Commissioner has decided to raise the precept in Kent by £5. As well as helping to offset savings otherwise required, it will allow her to fund 24 of the extra 37 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 would 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 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 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:

<u>Kent Police budget by subject area</u>	2016/17 £m
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
Gross police and community safety spending	313.3
Less local income and specific grants for policing	29.2
Less specific grant for victims services	2.1
Less contribution from reserves	3.9
Net police and community safety spending	278.1
Financed by:	
General policing and legacy grants	186.2
Council tax precept	91.9
Net financing	278.1

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 are areas for development 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 of the Police and Crime Commissioner 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 the Office of the Police and Crime Commissioner 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 this current year, 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 proposed 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 £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
Total	4,199,144

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