

From: Ann Barnes, Kent Police and Crime Commissioner  
To: Kent and Medway Police and Crime Panel  
Subject: Kent Police and Crime Plan 2013-17

**Summary:**

This paper provides an overview of the Kent Police and Crime Plan (2013-17) and proposed policing precept for 2013/14.

**Introduction:**

1. The Police and Crime Plan is a statutory document which sets out my vision for policing and community safety over the next four years. Within it, I have set out my priorities and objectives for policing as well as how I will look to Kent Police and their partners to work together to secure the best possible outcomes for the residents of Kent.
2. Nothing in my Plan seeks to interfere with the important principle of operational independence; the Chief Constable will be responsible for delivering the policing priorities and objectives I have set out. This Plan should therefore not be seen in isolation from other delivery plans that the police and partners will develop.
3. My draft Police and Crime Plan includes information on the police budget and proposed policing precept for 2013/14. I see policy and resources as intrinsically linked, and the policing precept and budget that I am proposing will allow me to deliver the priorities and objectives I have articulated within my Plan. During my campaign the residents of Kent told me time and time again that visible community policing is their number one priority. I am pleased to be able to make provision for this as part of my Police and Crime Plan.
4. When preparing this Plan, I have also had to recognise future financial challenges that could have significant implications for policing in Kent. Public sector budgets are shrinking in the face of government cuts, and whilst I will be fighting hard to ensure that Kent does not suffer an unfair share of any cuts imposed, if future grant settlements are worse than expected, together with the Chief Constable, I may need to review the shape, size and structure of policing in Kent. Despite these financial challenges this Police and Crime Plan reflects my commitment to retain visible, community policing as the bedrock of policing in this county.

**Developing the Kent Police and Crime Plan:**

5. The timetable for the development of my first Police and Crime Plan has been very tight – largely as a consequence of statutory dates dictated by government. However, despite the challenges of these short timescales, my Plan has been through a robust programme of development that has included consultation with the public and stakeholders.
6. A template for the Police and Crime Plan was developed jointly with Kent Police through a series of Police and Crime Plan Workshops. I have also consulted the Chief Constable closely over the content of the Plan.
7. Attached at Appendix A to this report is a copy of the Police and Crime Plan timetable, which details the steps that have been taken in developing this Plan. I have also had clear regard to my statutory duties, which include considering the priorities of Community Safety Partnerships, consulting the public and victims of crime, co-operating with local criminal justice bodies and having regard to the Strategic Policing Requirement.

8. A copy of my Police and Crime Plan, including my proposed precept is out for consultation until 29<sup>th</sup> January 2013. This is to allow the public and stakeholders sufficient time to consider the detail of the Plan and proposed precept. I will provide the Police and Crime Panel with final written confirmation of my proposed precept and any significant changes to the Plan by 1<sup>st</sup> February.

**Factors Influencing the Police and Crime Plan:**

- 9. Whilst my manifesto commitments are a golden thread running throughout my Police and Crime Plan, there are a wide variety of factors that have shaped and influenced the priorities and objectives I have set. These factors are set out in detail on page 7 of the Plan.
- 10. The Plan has been particularly influenced by three key strands; consultation with the public and key stakeholders, the evidence base provided through needs analysis as well as the promises I made to the electorate during my election campaign. By considering these key influences, as well as recognising wider statutory duties, such as the Strategic Policing Requirement, I have developed policing and community safety priorities that I believe meet the needs and expectations of all our communities.

**Factors Shaping the Police and Crime Plan:**

**1. Consultation**

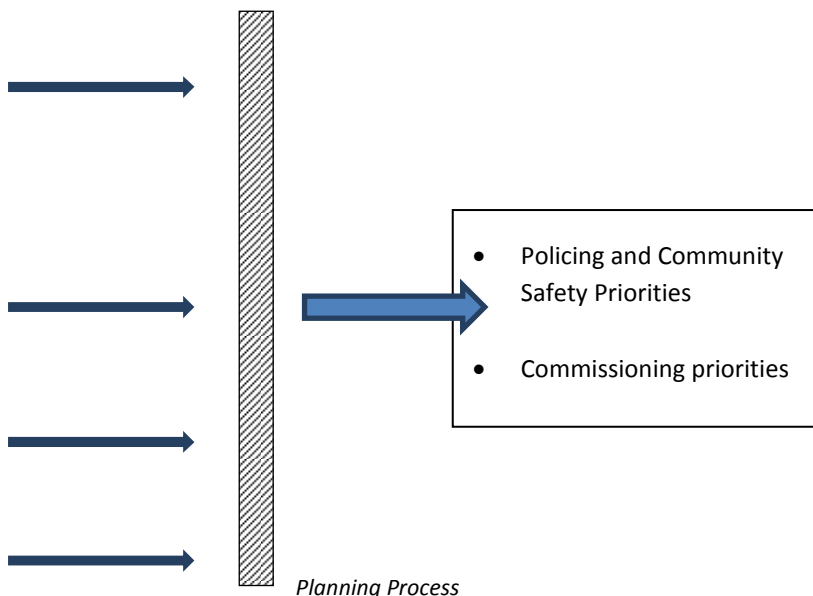
- Public
- Victims
- Chief Constable
- Police and Crime Panel
- Partners / Stakeholders

**2. Manifesto Commitments**

**3. Needs Analysis**

- Force Strategic Assessment
- Partnership Assessment
- Crime and victimisation surveys

**4. Statutory Duties**



11. Attached at Appendix B to this report is a consultation matrix which identifies how the priorities of different consultation groups have shaped and influenced the content of the Plan.

**Priorities of the Plan:**

- 12. I firmly believe that the priorities I have articulated within my Plan will make sure that Kent Police continues to provide a first class policing service in this county that meets the needs and expectations of all communities. My strategic priorities include:
  - Cutting crime and catching criminals
  - Ensuring visible, community policing is at the heart of Kent’s Policing Model
  - Putting victims and witnesses first
  - Protecting the public from serious harm
  - Meeting national commitments for policing
  - Delivering value for money

13. I am also determined to work with partners to build effective criminal justice arrangements and successful community safety partnerships and have therefore set partnership priorities in this regard:

- Tackling the root causes of crime and anti-social behaviour
- Reducing reoffending
- Improving joined-up working between agencies

14. I will work closely with the Chief Constable, Ian Learmonth, to make sure that these priorities are delivered, and I will hold Kent Police to account for how it performs in meeting the objectives I have set. As the priorities I have set are strategic in nature, I will ask the Chief Constable to demonstrate the actions and initiatives that Kent Police will deploy in order to support the delivery of this Plan. This may take the form of a Tactical Delivery Plan or any other form that the Chief Constable deems appropriate.

15. I have undertaken an Equality Impact Assessment of this Plan to ensure that the budget and priorities that I have set meet my duties under the Equality Act 2010. A copy of this Equality Impact Assessment is attached at Appendix C. I am confident that I have taken all steps necessary to ensure that both the communication and delivery of the Plan do not adversely impact equality of opportunity.

#### **Performance Measures and Targets:**

16. My Police and Crime Plan takes a new approach to performance management. Although I have set some high-level strategic ambitions to be achieved over the life of the Plan, there will no longer be in-year targets for Kent Police. I will instead focus on ensuring continuous improvement across five strategic outcome measures.

17. These five strategic measures focus on how Kent Police performs in the round. If Kent Police delivers against the priorities and objectives I have set within my Plan, I would expect all five of these indicators to show positive direction of travel. I will focus on sustainable performance improvements by monitoring performance data using techniques such as statistical process control (SPC).

18. I will also hold Kent Police to account across all areas of its performance. Management information will continue be collected across a range of operational performance indicators which contribute to the strategic measures I have set. I will monitor these closely as part of my governance and oversight arrangements.

#### **Policing Precept:**

19. For the 2013/14 financial year, I am proposing a policing precept of £141.47 for a Band D property. This represents an increase of 2% or 5.3 pence per week on last year's precept.

20. Despite this small increase, Kent's precept will remain significantly below the national average precept for a Band D property of £166<sup>1</sup>. For less than a penny per day, this increase will also allow me to meet my pledge to improve police visibility across the county.

21. During my election campaign, the people and businesses of Kent told me that their biggest concern was having access to a local, visible police presence. People wanted to see a greater

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<sup>1</sup> HMIC Value for Money Profiles, 2012

police presence on their streets and in their neighbourhoods. The £1.8m I raise through this proposed increase in police precept will allow me to fund an additional 60 PCSOs and 20 Police Constables. This will equate to an additional six uniformed officers per district, dedicated to local policing.

22. I believe that the 3:1 ratio of PCSOs to Police Officers funded by this precept increase will allow the greatest impact in terms of visibility and accessibility. I see PCSOs as an important part of the policing family, and their ability to provide effective community engagement, whilst freeing up police officer time to spend investigating and dealing with crime and ASB is invaluable.

#### **Budget and Medium Term Plan Supporting Information:**

23. To assist the Panel and for information, I have asked my office to assemble a variety of supporting technical papers. Attached as Appendix D to this paper is the Chief Finance Officer's Budget Statement, with additional annexes as follows:

- a. Summary Medium Term Financial Plan (Revenue)
- b. Proposed Capital Programme
- c. Statement of Reserves (Revenue)
- d. Normal Budget Analysis

24. In respect of item b above, the proposed capital programme, the schemes are listed in two categories, 'Green' and 'Amber'. This is merely to distinguish between schemes that have completed final checks on the respective business cases and thus can proceed ('Green') from those that are yet to complete that final stage ('amber'). In both cases I am content they meet my current policy priorities. However during the course of the year I am reserving my position to review the direction and focus of future capital spending.

25. In respect of item c above, the statement of reserves, I have taken the advice of my Chief Finance officer in sensibly classifying ear marked reserves as 'supporting change', 'risk management' and available for 'policy initiatives'. I have also accepted his advice on boosting provision for the cost of change given the funding challenges we face over the medium term. I am fortunate to inherit a sound and prudent approach to reserves and financial management from the previous Police Authority. Looking forward, I also draw on the (statutory) statement of the Chief Finance Officer on the robustness of estimates, adequacy of reserves and risk managements and financial control arrangements.

#### **Community Safety Grants:**

26. Within my Plan I have set out the Community Safety Grants I intend to make for the 2013/14 financial year. In determining where to allocate grants, I have considered the need to ensure stability for the forthcoming financial year due to the lack of planning time afforded to partners by government imposed timeframes.

27. In 2013/14 I will receive a Community Safety Fund from the Home Office totalling £1.3m. This represents an 11% reduction on the totality of grants received in Kent prior to this new fund. The Home Office have made it clear that this Community Safety Fund is a new fund to be allocated according to Commissioners' priorities and that all existing funding will cease.

28. However, I believe it to be important that our community safety partners are offered some degree of continuity in the short-term, pending longer-term commissioning decisions. For 2013/14 I had

therefore committed to continue to support the grants previously received by community safety partners in Kent, subject to the outcome of government funding decisions.

29. As it stands, I will therefore need to reduce the quantum of funding provided to my community safety partners in line with the overall 11% reduction in the Home Office funding. I am, however, looking closely at what could be done to mitigate this reduction, if possible. More generally, I will also continue to support a number of agencies through the main police grant.
30. Provisionally, the total grant funding for 2013/14 I will allocate is £1,768,936. Where grants have been made to partner agencies, reporting mechanisms and delivery expectations will be set at the start of the grant period. I will be writing to all grant recipients prior to the new financial year to confirm funding levels and the conditions relevant to each individual grant agreement.

### **RECOMMENDATIONS:**

Members of the Kent and Medway Police and Crime Panel are asked to:

1. Consider the draft Police and Crime Plan and to make recommendations on its content.
2. Approve the proposed precept of £141.47 for a Band D property in 2013/14, a 2% increase on the 2012/13 level.