

From: Ann Barnes, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Draft Refreshed Police & Crime Plan for 2014/15 and Precept Proposal

Summary: This paper aims to provide an overview of the process for refreshing the Police & Crime Plan, the consultation responses and the revisions made. In addition, this paper provides details of the proposed precept, budget and medium term plan and community safety grants.

Background:

1. The Police Reform & Social Responsibility Act 2011 sets out the requirement for Police & Crime Commissioners to formulate a Police & Crime Plan which covers their term of office. The Police and Crime Plan must include the following information:
 - The police and crime objectives to be delivered;
 - The policing that the Chief Constable should provide;
 - The financial and other resources to be provided to the Chief Constable to exercise their functions;
 - The means by which the Chief Constable will be held to account for the provision of policing;
 - The crime and disorder reduction grants that will be made.
2. Police & Crime Commissioners are required to keep the Police & Crime Plan under review. In particular the plan should be reviewed in light of recommendations made by the Police & Crime Panel or as a result of any changes made to the Strategic Policing Requirement.
3. The Police Reform and Social Responsibility Act 2011 also sets out the requirement for a copy of the draft plan to be sent to the Police & Crime Panel, who can make recommendations on the draft.
4. Police & Crime Commissioners are required to notify the Police & Crime Panel of the precept which is proposed to be issued for the financial year. The Panel, having reviewed the proposed precept may veto the proposal.

Plan Refresh:

5. The current Plan makes a commitment for an annual review / refresh to be undertaken. This allows for national policy changes, Panel recommendations, changes in local priorities and new financial plans to be taken into consideration and for appropriate adjustments to be made.
6. The review will not result in a fundamental altering of the plan, as this reflects statutory requirements and ambitions to be achieved during the term of office. The intention is to ensure that the focus of the plan is current and that the priorities reflect the needs and views of stakeholders and the public.

The Refresh Process:

7. There is a commitment to encourage feedback opportunities for communities and partner agencies as a means to improve and develop service delivery. Therefore, an extensive consultation process has been undertaken on this refresh of the Police & Crime Plan. This

refresh has also taken into consideration the feedback received through public engagement and correspondence received.

8. On 22 November 2013 a letter was sent to stakeholders explaining the refresh process and asking for views on the current plan, with the closing date for responses set for 20 December 2013. To assist with responses the following set of questions were provided:
 - What priorities have been identified within local strategic or needs assessments and how do these relate to existing priorities in the Police & Crime Plan?
 - Are there any significant national policy changes within policing, criminal justice or community safety that need to be considered when refreshing the plan?
 - Of the existing priorities within the Police & Crime Plan, which ones would you consider require more or less emphasis?
 - Are there areas of work not currently included within the Police & Crime Plan that are linked to policing, criminal justice and community safety that need to be considered for inclusion?
9. As a result of the responses received, a review of statutory responsibilities, local priorities and national policy changes a refreshed version of the Kent Police & Crime Plan was sent out for views on 16 January 2014, with a closing date for responses of 23 January 2014. This closing date was set to allow for the responses to be collated for a final draft to be presented to the Police & Crime Panel.
10. The consultations were sent to over 6,000 stakeholders, including voluntary groups, rural partners, Community Safety Partnerships (CSPs), businesses and members of the public. In addition to this it was circulated to
 - 6,000 twitter followers;
 - User Satisfaction Survey participants – A telephone survey of victims of crime (burglary, violent, vehicle crime and racist incidents) which reaches around 3,000 people across the county;
 - Victims and witnesses of anti-social Behaviour – Phone survey providing quantitative data from about 1,000 participants on their levels of satisfaction;
 - Kent Crime and Victimisation Survey participants - This is a random telephone survey of approximately 3,000 residents;
 - Citizens' Panel and Youth Panel - The Kent Police Citizens' Panel is a pool of approximately 700 residents and the Youth Panel is a pool of approximately 200 young people aged 11-17.

Key Changes in the Refreshed Police & Crime Plan:

11. This process has focused on refreshing the contents of the plan rather than undertaking a major re-write. As a result the overarching themes remain the same. As this is both a public-facing plan and a document used to set the direction policing, and crime and disorder reduction, a balance between the needs of both audiences must be provided. As a result, the structural layout has been refreshed to ensure the contents are streamlined and duplication is removed. A copy of the refreshed Police and Crime Plan can be found in Appendix A.
12. An important and fundamental change to the refreshed plan is that the performance measures and targets have been removed. The HMIC inspection of crime-recording in Kent Police identified a target based culture within the force. Whilst the force has taken positive action to address the HMIC's findings there is a continued commitment to move away from a target-based culture. As a result the numeric targets from the original Police and Crime Plan have been removed and the focus will instead be on continuous improvement and innovation.

13. The Governance section within the plan sets out how Kent Police will be held to account for the delivery of policing and the priorities contained within the plan. There a set of governance arrangements in place to do this including a public Governance Board. Beneath the Governance Board are a number of forums that allows for scrutiny of how Kent Police are delivering against the Police and Crime Plan.
14. In the original Police and Crime Plan the partnership objectives were separated from the policing and community safety objectives. In the refreshed plan these have now been incorporated within the refreshed policing and crime & disorder reduction objectives. This amendment has been made to demonstrate the value and importance of collaborative working across agencies. The priorities in the refreshed plan are now,
 - Cut crime and catch criminals
 - Ensure visible community policing is at the heart of policing in Kent Police
 - Prevent crime, anti-social behaviour and reduce repeat victimisation and offending
 - Put victims and witnesses at the heart of processes
 - Protect the public from serious harm
 - Deliver value for money
 - Meet national commitments for policing
15. The Ministry of Justice will be devolving the funding for victims' support services from October 2014, which is a new area of responsibility. The refreshed plan reflects this responsibility and also the ambition to deliver a Victims' Centre, which will provide an integrated service for victims.
16. The refreshed Police & Crime Plan includes a section on delivery principles, which highlight the core principles for delivery of the Police and Crime Plan. These include sections of transparency and openness, public engagement and partnership working.

Policing Precept Proposal:

17. Subject to confirmation of referendum rules a policing precept of £144.27 for a Band D property is proposed. This represents an increase of 2% or 5.4 pence per week on last year's precept but the proposal at this stage needs to be understood to mean that the precise precept level would be reduced if the referendum rules set a trigger less than 2% and would increase if the final rules allowed an increase beyond 2% without triggering a referendum.
18. As it stands, a 2% increase in precept would be consistent with the precept increase intentions for each of the four years of Office set out in the first Police and Crime Plan. While it is fully recognised that any cost increase is a pressure for tax-payers, a sensible balance between those tensions and the savings pressures from further new grant cuts facing the Force needs to be determined. Extensive consultation with residents and partners in recent months confirms that the clear majority of respondents would be willing to increase Council Tax by more than 2%, as long as that did not trigger the major costs of running a formal referendum.
19. At a 2% increase, Kent's precept will still be approximately £24.50 or 15% less than the national average policing precept. In Kent's case, each 1% increase in the precept generates £0.8m per annum and thus a 2% increase generates some £1.6m of additional income that would otherwise have to be found as additional savings in the face of grants cuts and inflationary pressures.

Budget and Medium Term Plan Supporting Information:

20. In response to the current round of grant cuts, the Force has already delivered a new policing model as well as other savings, totalling approximately £50m to date. As part of that they have already delivered the savings required for 2014/15. Looking to the future, however, the Government has

announced a further round of grant cuts for 2015/16 which, alongside other estimated spending pressures, implies further savings of approximately £20million in 2015/16. Looking even further into the future, we estimate that a similar grant cut in the following year (2016/17) could require further savings of up to £15m.

21. To assist the Panel and for information Appendix B is the Chief Finance Officer's Budget Statement, with additional technical supporting annexes as follows:
 - Summary Medium Term Financial Plan (Revenue)
 - Statement of Reserves (Revenue).
22. In respect of the statement of reserves, the advice of my Chief Finance Officer is to maintain the classification of ear-marked reserves into three categories: 'supporting change', 'risk management' and available for 'policy initiatives'. They have been updated to reflect the final account for 2012/13. The 'policy initiatives' category has enabled the provision of one-off investment and support for Neighbourhood Watch, Specials, and other initiatives during 2013/14. It will allow scope for further opportunities in 2014/15 and future years. In respect of general, (non-earmarked) reserves, this is being maintained at the prudent level of 2% of the budget; as supported by the external auditor.
23. In respect of capital investment, £13m of resources will be allocated for 2014/15, £5m of which to be ear-marked for innovation, and £8m thereafter for normal purposes. These are provisional allocations as the Chief Constable will be asked to review all bids to ensure the Force are maximising the opportunities that innovation and new technology can bring to ensure efficiency and effectiveness in the face of grant cuts and consequent savings requirements.

Community Safety Grants – Working With Partners:

24. Working with partners to reduce crime and anti-social behaviour is vital. For 2014/15, all former specific grants received for community safety have been subsumed into the general policing grant. For 2014/15, this general grant, now including community safety funding has, been reduced in cash terms by 4.8% (equivalent to a 6.8% real reduction). This is after the withdrawal of the limited one-off support totalling some £162,000 provided in 2013/14. Further cash cuts are assumed in the general grant funding of 3.5% in 2015/16 and beyond 2016/17. Overall, the aim is to allocate all the community safety funding received in the future.
25. Three key principles have been adopted to support the allocation of community safety funding:
 - All spend plans must help deliver the key priorities set out in my Police and Crime Plan;
 - Secondly, work with key existing partners where possible, with proportionate governance arrangements for the grants given, but services will be directly commissioned if that proves more effective;
 - Thirdly, provide as much medium term certainty as possible in the allocations given to partners but recognising the reducing funding anticipated over the next three years.
26. With those various factors and drivers in place, the proposed allocations are set out at the end of the Police and Crime Plan. Specific allocations for each of the next three years are set out and providing there is no significant worsening in the actual funding position in those years, the proposed allocations will be honoured. Conversely, if the actual funding position turns out to be more positive over the medium term, community safety spend will be increased accordingly.
27. Subject to reflecting the reductions for assumed future grant cuts, the allocations to Community Safety Partnerships are otherwise protected; as are awards to Drug and Alcohol Action Teams and Youth Offending Teams. All this assumes existing other funding partners do not reduce their own respective contributions excessively in the future. A number of other existing recipients are similarly treated. However, in some areas allocations have been reduced, withdrawn or not yet specifically

allocated to a named organisation. In some cases funding decisions are shown as provisional pending confirmation of conditions and/or clarity about future specific spend purpose.

28. Funding has also been allocated for new initiatives, but largely from using additional one-off resources. New initiatives include: a new Commissioner's Fund, administered by the Kent Peoples' Trust, for the award of grants to small organisations; funding to support the operation of the new Sexual Assault Referral Centre in the county; a new fund for existing partners to bid into for additional one-off resources; and new resources to establish a new commissioning framework to support children of victims of domestic abuse.