

Policing Kent 2008/11

Policing and Best
Value Plan



**Kent
Police**

Kent
Police
Authority



Our commitment to you

Welcome to the Kent Policing Plan for 2008/11 that sets out our priorities for this year as well as those we intend to achieve over the coming three years.

The Force and the Authority have worked closely to understand the issues facing Kent Police and to define the priorities that will steer its work for the next three years. These focus on **building public confidence, effectively tackling crime, making communities safer, protecting the public, and making best use of resources**. This plan explains how these will be achieved.

The priorities reflect our understanding of local needs; the requirements placed on us by the Government; as well as the views of the public. We recognise how important the people of Kent and Medway are to helping us deliver safe communities and we spend a lot of time talking to them to understand what they think we do well, how we could improve and where we should focus our efforts.

Levels of crime have fallen in Kent and Medway over the past year and for those crimes that do occur we have increased the number of offenders being brought to justice. This has largely been due to the hard work and commitment of our staff but it also demonstrates the importance of good planning: of getting the right people in the right place with the tools to do the job. This year's plan will build on the investment we have made in recent years in neighbourhood policing with the introduction of a neighbourhood task team within every policing area in Kent and Medway.

Effectively tackling terrorism, domestic extremism and serious and organised crime continue to be of vital importance both at a national and local level. We are strengthening our capability in this area but recognise we can make greater and faster progress by working jointly with other forces. For more than a year now we have been working in partnership with Essex Police to explore how we can develop and implement a coordinated and integrated strategic command capability, improve the operational delivery of policing to the Thames estuary, seaports, airports and the main road network.

Our partnership with Essex Police is also helping us deliver our final priority that is to make the best use of our resources. The increasing range and complexity of activities we need to deliver makes it important that we target resources where they will achieve most and in a way that delivers value for our money.

We hope that you find this plan interesting and informative. It covers important issues and your views matter to us. Details of how to contact us can be found at the end of this document.



Chief Constable Michael Fuller



Chair of the Kent Police Authority Ann Barnes

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Policing Kent and Medway

Kent and Medway are large and diverse areas to police. Sitting at the gateway to Europe the county covers 1,509 square miles, ranging from large urban areas to traditional villages and open countryside and 343 miles of coastline.

A combined population of 1.6 million people, living mainly in urban areas, makes it one of the largest and fastest growing areas in England. With two of the Government's major growth areas, the Thames Gateway and Ashford within its boundaries, this growth is set to continue, bringing with it both opportunities and challenges.

The provision of new housing will lead to a growth in population as people move into the area and increase the demand for more and improved police services.

To manage these demands, Kent and Medway is divided into six areas each commanded by a Chief Superintendent who is responsible for:

- tackling issues of crime and disorder, including anti-social behaviour;
- developing local partnerships with other agencies,
- delivering targets within the Kent Policing Plan.

Kent's Special Branch is the second largest in England and Wales and plays a crucial role in combating terrorism and immigration crime at the gateway to Europe

Work to reinforce and support area policing is carried out at Force Headquarters. This includes the Kent Police Training College. The headquarters site is also home to the Force Communication Centre where we answer calls for assistance from all over the county..



Kent Police Authority – overseeing your policing

The way an area is policed affects the safety, freedom and confidence of everyone who lives, works and travels there. It is important that communities and individuals feel protected by their police force and receive the level and style of policing that they want.

Making sure this happens is the role of Kent Police Authority; an independent body, made up of 17 members including local councillors, magistrates and local people. Its role is to ensure that policing in Kent and Medway delivers the statutory and legal requirements for police forces in a way that meets the expectations of the community and can be shown to be accountable, fair and cost-effective.

To do this the Authority:

- appoints (and if necessary, dismisses) the Chief Constable and senior police officers;
- consults with local communities to find out what they want the police to do,
- sets the budget for the police as well as the level of council tax needed to fund this,
- sets the strategic direction for policing within Kent and Medway and decides what the police should focus attention on,
- makes sure that Kent Police continues to do a better job.

The plans set out in this document have been developed jointly by the Authority and the Force. Progress in attaining the priorities and targets set out in this plan will be reported regularly to future meetings of the Authority and can be found on the Authority's website at www.kentpa.kent.police.uk

A summary of this plan will also be distributed to every household in Kent and Medway along with an overview of how Kent Police has performed over the past year.



Working with our partners

Kent Police are involved in a number of partnership bodies at a strategic level in Kent. They work together to help deliver community safety in Kent and Medway.

The Kent Agreement

Having been one of the first areas to sign a Local Area Agreement (LAA) in 2005, Kent is continuing to demonstrate its commitment to working in partnership to agree and deliver the county's priorities by negotiating and signing a fresh agreement for 2008/11.

The new Kent Agreement consists of outcomes agreed in partnership across eight themes. Kent Police is a lead partner in the 'Stronger and Safer Communities' theme and also a partner in the 'Keeping Kent Moving' and 'Improved Health, Care and Wellbeing' themes.

These themes aim to:

- reduce crime and the perception of crime,
- reduce the levels of offending,
- reduce domestic abuse,
- save lives and reduce injuries on the roads and pavements,
- reduce drug and alcohol misuse and the harm it causes,
- improve the quality and appearance of the street scene and open spaces,
- increase community cohesion, participation and shared sense of belonging.

The Medway Agreement

In a similar way Kent Police in Medway are leading on the 'Safer and Stronger Communities' theme and we are an active partner in four of the five Medway thematic partnerships within the Medway Local Area Agreement (LAA). These themes are community safety, children and young people, health and older people, environment, transport and housing.

The Medway LAA is consistent with the priorities outlined within its Community Plan which sets out the priorities for Medway. Medway's first LAA was agreed in 2007, however, in line with national developments a new agreement is currently being negotiated for 2008/11.

Key priorities for the agreement include:

- reducing crime and anti-social behaviour and its public perception,
- reducing the levels of offending,
- reducing domestic abuse,
- saving lives and reducing injuries on the roads and pavements,
- improving the quality and appearance of the street scene and open spaces,
- increasing community cohesion, participation and a shared sense of belonging;
- reducing the impact of harm caused by illicit drugs and alcohol,
- keeping Medway's most vulnerable children safe.

Working with our partners

Crime and Disorder Reduction Partnership

Kent Police continue to work with our partners across Kent and Medway to tackle crime and disorder and ensure community safety. One of the ways in which we do this is via the 13 established local Crime and Disorder Reduction Partnerships (CDRPs) which are based on the district and unitary council areas. Kent Police and Kent Police Authority are statutory partners in each CDRP. Other partners include Kent County Council, Medway Unitary Authority, district and parish councils, Kent Fire and Rescue Service, local Primary Care Trusts, probation services, social services, the Federation of Small Businesses, the Government Office for the South-East (GOSE) and various voluntary sector organisations.

Through these partnerships we are able to focus on developing and implementing multi-agency solutions to issues that have been identified by local people to be of most importance to them. Delivery of these strategic assessments will continue to form part of the business plans for each of our six policing areas.

The Kent Criminal Justice Board

Kent Police is an active member of the Kent Criminal Justice Board (KCJB). The Board brings us together with our local partners in The Crown Prosecution Service (CPS), Her Majesty's Courts Service, Kent Probation Area, Her Majesty's Prison Service and Youth Offending Services in Kent and Medway. The Board works to improve the efficiency and effectiveness of bringing more offences to justice and improving public confidence in the criminal justice system.

The Board's aims and objectives are victim and witness satisfaction, staff engagement, community engagement including race issues, communications, and improving public confidence in offences brought to justice.

The Board's current initiatives are:

- providing a Specialist Domestic Violence Court (SDVC) at Maidstone Magistrates' Court,
- delivering the Prolific and Priority Offenders (PPO) initiative which identifies the highest crime causing offenders and puts in place individual programmes to manage them and prevent them from re-offending,
- ensuring that offenders are convicted and that they do not benefit from the crime by improving the process of confiscation enforcement,
- providing victim and witness support,
- promoting community sentencing and restorative justice.

National policing priorities

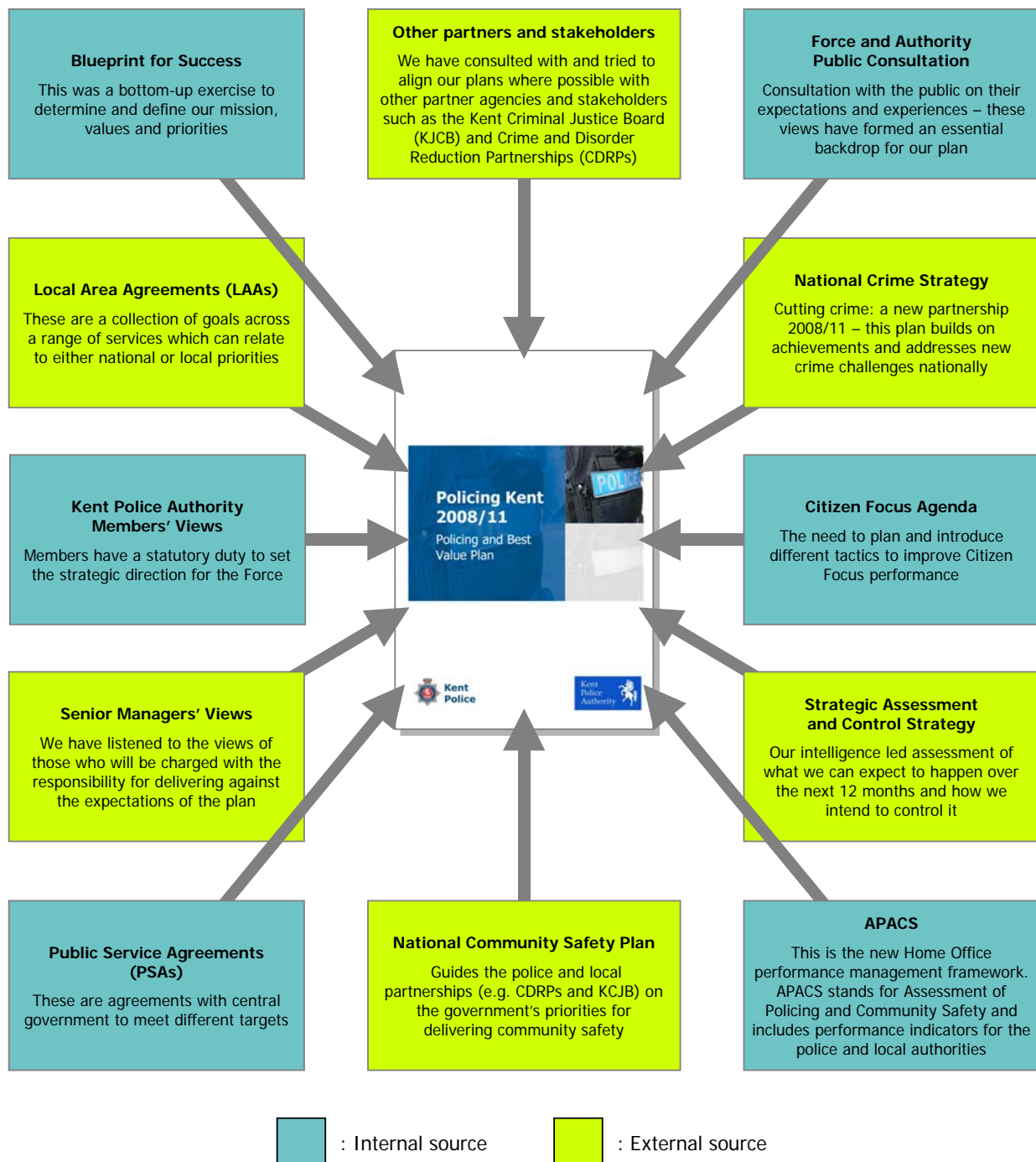
Each year the Government publishes national policing priorities for the next three years. The current national priorities reflect the Government's commitment to make communities safer and are:

- reduce crime in line with the national Public Service Agreements (PSAs) including focusing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder and anti-social behaviour;
- increase public confidence in, and satisfaction with, the police through an emphasis on the quality of service provided to the public,
- work in partnership to deliver a more effective, transparent and responsive Criminal Justice System (CJS) for victims and the public;
- work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other Protective Services,
- work with and through local communities as appropriate to disrupt terrorists and their operations, protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences;
- police authorities and forces must make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity.



Key influencers on the policing plan

The Force and Authority work very closely in drafting the Policing Plan. We are required to produce a three-year plan that sets out the future direction for policing in Kent and Medway, outlining what our priorities and objectives will be. In drawing up the plan and considering what priorities and objectives to set in this plan a number of key internal and external sources have been considered and factored into the process.



Policing Kent sets out our strategic priorities for the next three years as well as the organisational drivers that are crucial in delivering these. To support this we have set a number of objectives and targets that outline our contribution to the priorities over the next 12 months.

Strategic priorities for 2008-11

To help us over the next three years in delivering a first class service across Kent and Medway communities, we will focus on the following five priorities:

1. Building public confidence

We aim to provide a visible police service that meets the needs of all local communities across Kent and Medway and one which residents can rely upon to be responsive, effective and of the highest quality.

When we have achieved this goal, those who have had contact with us will be satisfied with the service they receive, and will feel that they have been treated with fairness, respect and dignity.



We will deliver this by:

- improving the level of confidence and satisfaction with policing services, especially to victims and witnesses;
- improving the quality of all our interactions with the public regardless of the level and type of interaction,
- providing the standard of service we have promised you,
- ensuring equality and fairness by treating everyone with respect and without discrimination,
- enhancing the visibility and accessibility of our policing services,
- engaging effectively with communities to help shape the service we deliver,
- responding effectively to calls for assistance.

Our three year ambitions are

- achieving national standards on all Her Majesty's Inspectorate of Constabulary (HMIC) inspections of Citizen Focus over the next three years,
- national recognition for the quality of our contact centres e.g. Police Professional Magazine Awards, The Guardian Awards, Tilley (Home Office) Awards;
- taking a lead role nationally within the police service in recognition of our excellent performance in Diversity (HMIC).

Strategic priorities for 2008-11

2. Effectively tackling crime

We aim to continue reducing all types of crime making Kent and Medway a safe county for all our communities. When crimes do occur, we will investigate these thoroughly in order to increase detections and the number of offenders brought to justice thereby deterring further offending in the future.

We will have achieved our goal when crime and detection levels are better than in other similar areas in the country and we are in the top quartile nationally in reducing and detecting crime.



We will deliver this by:

- reducing serious acquisitive crime such as burglary, vehicle crime and robbery;
- tackling violent crime, including domestic abuse and hate crime¹;
- targeting those crimes that are of most concern to neighbourhoods through an intelligence-led approach,
- tackling repeat offending and repeat victimisation,
- providing preventative advice to reduce the risk of crime,
- working with key partners to ensure there is an efficient and effective process of administering justice that brings more offences to justice,
- conducting high quality investigations that maximise the use of forensic science and technology to support the prosecution and detection of offenders.

Our three year ambitions are:

- reducing overall crime. Achieving a top quartile ranking nationally for reducing the number of crimes per 1,000 population,
- achieving a top quartile ranking nationally for the percentage of crimes we detect,
- rolling out Multi-Agency Risk Assessment Conferencing (MARAC) more widely to protect our victims (links to the Kent and Medway Local Area Agreements (LAAs)) and a commitment to reduce repeat victimisation for domestic abuse to 20 per cent.

¹ Hate crime is any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.

Strategic priorities for 2008-11

3. Making communities safer

We aim to ensure that residents regard their neighbourhood in Kent and Medway as a safe and harmonious place to live where quality of life issues are robustly tackled by the police through working effectively in partnership with a range of other agencies and communities themselves.

We will have achieved this when people perceive an improvement in the quality of life within their neighbourhood and feel safer in their local area, particularly at night.



We will deliver this by:

- developing neighbourhood policing teams across Kent and Medway which provide a highly visible and accessible service that improves face-to-face contact with the public,
- responding to locally agreed priorities and tackling the types of anti-social behaviour that the public are most concerned about (links to the Kent and Medway LAAs),
- working with the community, local businesses and other partners to develop local approaches to tackling anti-social behaviour and disorder,
- reducing the harm caused by drugs and alcohol by targeting problems in communities,
- reducing collisions and making our roads safer.

Our three year ambitions are:

- achieving national and/or regional recognition for informing and delivering crime reduction and anti-social behaviour initiatives,
- developing Kent Police as a 'Centre of Excellence' for reducing alcohol related crime and disorder in town centres,
- working with partners to achieve the Government's 2010 target for reducing the number of people killed or seriously injured on the roads.

Strategic priorities for 2008-11

4. Protecting the public

Through building our Protective Services² capability and capacity we aim to protect Kent and Medway from acts of terrorism and organised crime whilst also minimising the risk posed by those offenders who threaten our safety and well-being.

We will have achieved this when the number of serious crimes has reduced still further in Kent and Medway, re-offending rates are lower than those for similar areas nationally and we can show that we meet national standards for our Protective Services.



We will deliver this by:

- enhancing our ability to deal with the threat of terrorism and extremism,
- protecting the public from high-risk offenders who pose the most serious threat to the local community,
- targeting and dismantling organised crime groups,
- forging an effective relationship with specialist agencies and the security services in order to provide a robust capability for tackling serious and organised crime,
- working with partners to ensure that vulnerable victims are offered protection and support.

Our three year ambitions are:

- achieving national standards for all Protective Services inspected by HMIC over the next three years,
- achieving national recognition for our pioneering collaboration with Essex Police to develop our Protective Services capacity and capability,
- taking a lead role nationally and internationally in the development of security protection associated with our key role as a UK frontier force,
- a commitment to achieving Kent and Medway LAA 2010/11 targets through continuing to reduce serious violence offences in Kent and Medway.

² Protective Services cover those crimes and incidents that are widely recognised as impacting significantly on public protection: counter-terrorism and domestic extremism; serious and organised crime; civil contingencies and emergency management; critical incident management; major crime; public order; protection of vulnerable people; and strategic roads policing.

Strategic priorities for 2008-11

5. Making best use of our resources

We aim to maximise the productivity and efficiency of our resources across the entire organisation in order to support the delivery of high quality services and achieve value for money.

We will have achieved our goal when increased resources from efficiency savings support greater numbers of frontline police officers enabling increased visibility and policing support across the communities of Kent and Medway.



We will deliver this by:

- demonstrating increased efficiency through greater savings,
- focusing our resources on, and reinvesting savings into, frontline policing;
- developing a flexible workforce with the skills and values to meet the needs and expectations of the community,
- reducing bureaucracy and optimising the use of information technology to enable more time to be spent on operational duties,
- doing business differently and maximising the opportunities to collaborate with other public service providers to reduce costs and improve service delivery.

Our three year ambitions are:

- a commitment to achieving the highest level of police resource efficiency as independently assessed by the Audit Commission through Police Use of Resources (PURE) (level 4),
- development and implementation of the Kent Police Leadership Programme at all levels within the Force,
- Blueprint for Success - developing an innovative Force Change Programme that is influenced and driven by our staff and builds increased efficiency,
- acting as a national demonstrator site for collaboration and highlighting transferable lessons for other forces and authorities in realising benefits through collaborative working.

Organisational drivers

In providing a first class service to communities in Kent and Medway there are three key factors that underpin all that we do. Our most important resource is our staff and investing in their development ensures that we can effectively protect the public, reduce crime and make people feel safer in Kent and Medway. In order to use limited resources wisely, we are constantly considering ways of achieving greater efficiencies such as through joint initiatives with others, which increase our capacity to deal with the breadth of policing in our county.

We are committed to achieving real improvements in the service we provide to Kent and Medway communities through a strong performance focus which takes account of efficiency and effectiveness.

1. Our people: our leaders

Our people are our leaders whether that is in the traditional sense or in the communities that we serve, and they hold the key for a more productive and efficient force. Other resources are important but it is ultimately our people who will make a difference and improve the way that we provide a diverse range of services to the public.

We recognise a need to invest in a comprehensive programme of development for leadership. We seek to strengthen individuals who lead others and who represent the difference between adequate levels of performance and going the extra mile to provide a public service that is characterised by professionalism, humility and a keen sense of public service.

Our leadership development programme is a crucial driver in delivering a more able workforce where talent is nurtured and valued and the benefits are obvious to those we serve.

2. Collaboration

Like all public services, we face financial constraints and yet we seek to be a strategic force that delivers excellent policing services with neighbourhood policing at one end of the spectrum and our Protective Services at the other. A sincere and demonstrable approach to a strategic alliance with Essex Police represents a positive way forward to achieving the ongoing and day to day economies of scale required if we are to develop additional capacity to invest in new areas of policing as well as delivering against the demand for cashable savings.

Through driving our collaboration effort we can exploit opportunities for jointly held resources and infrastructure. We can avoid costs by sharing liabilities in order to re-invest into service delivery. There will be opportunities to rationalise our support and we will be better prepared to manage the potential threat of funding shortfalls.

Organisational drivers

3. Performance

We have a strong performance focus in all that we do as we realise that real improvements in policing are what local communities in Kent and Medway both deserve and expect from us. Consequently, the targets we have set ourselves within this Plan are genuinely stretching and compatible with our commitment to the Local Area Agreements for both Kent County Council and Medway Unitary Authority.

In order to have the greatest impact where it is needed most, we focus on the key risks and threats that may hamper our delivery of a first class policing service to the people of Kent and Medway. We are therefore building our capability across the breadth of policing from dealing with important quality of life issues within communities such as anti-social behaviour, to responding to serious and organised crime and the threat posed by terrorism and extremism.

How we manage and deliver continuous improvement across the organisation is crucial in meeting the expectations of our local communities. Efficiency and effectiveness underpin our approach to the service we deliver.

This involves regular assessment, review and evaluation of our performance to identify where we have made significant improvements, how we could do things better, and ways in which we can continue to provide excellent 'value for money'.



Our targets 2008/09

Priority	Objective	Measurement	Target	Baseline
Building Public Confidence	Improving public confidence and victim satisfaction	Percentage of people who think that the police do a good or excellent job as measured by the Kent Crime and Victimization Survey	Increase to 63%	61.6% ¹
		Percentage of victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 82%	81.0% ¹
	Improving the quality of our interactions with the public	Percentage of people who know how to contact their neighbourhood police officer, PCSO or community warden ² as measured by the Kent Crime and Victimization Survey	Increase to 55%	49.7% ¹
	Ensuring equality and fairness	Proportion of recorded 'hate' crimes detected by means of a charge, caution, issue of a penalty notice or taken into consideration by a court compared to the number of 'hate' crimes reported	Increase to 40%	37.9% ¹
		Percentage of racist incident victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 75%	72.7% ¹
Effectively Tackling Crime	Reducing serious acquisitive crime	The number of serious acquisitive crimes per 1,000 population	Reduce to 13.7	14.0 ¹
	Ensuring a high sanction detection rate	Proportion of recorded crimes detected by means of a charge, caution, issue of a penalty notice or taken into consideration by a court compared to the number of crimes reported	Increase to 30%	27.9% ¹
	Tackling repeat victimisation and repeat offending	Percentage of repeat victims of domestic abuse	Reduce to 22%	24.2% ³
Making Communities Safer	Tackling the types of anti-social behaviour that the public are most concerned about	Percentage of the public with a high level of perceived anti-social behaviour in local area as measured by the Kent Crime and Victimization Survey	Reduce to 15%	15.3% ¹
		The number of rowdy/nuisance gatherings in public and loutish/rowdy/noisy instances in public	Reduce by 3%	69511 ³
	Reducing the harm caused by drugs and alcohol	The number of night-time economy alcohol/drug violence related offences in hotspots including town centres	Reduce by 5%	495 ⁴
	Making the roads safer	The number of people killed or seriously injured in road traffic collisions	Reduce by 1%	837 ⁵

Our targets 2008/09

Priority	Objective	Measurement	Target	Baseline
Protecting the Public	Building our Protective Services capability	Her Majesty's Inspectorate of Constabulary (HMIC) specific grading criteria in each of the Protective Services being inspected in 2008/09	Meet the standard by the inspection	N/A
	Protecting the public from high-risk offenders	The number of offences committed by MAPPA Category 1 Offenders ⁶ managed at levels 1, 2 and 3	Reduce by 5%	218
		The percentage of risk management plans agreed and in place within 24 hours for MAPPA Category 1 Offenders managed at levels 2 and 3	95% for level 3 offenders	N/A
	Targeting organised crime groups	The number of organised crime groups dismantled	Dismantle 77	60 ³
		Total value of assets recovered (criminal confiscation orders)	£2.53m	£2.30m ⁷
Making best use of our Resources	Demonstrating increasing efficiency	The value of recurring cashable savings	£1.5m	£0.9m ³
	Increasing the availability of frontline officers and staff	Percentage of time spent working in the community by uniformed officers and PCSOs as measured by the Kent Activity Analysis Survey	Increase to 57.4%	54.7% ⁸
	Increasing our capacity to handle demand	The number of Organisational Support Reviews carried out in conjunction with Essex Police	7	N/A

1. Data relates to the period January 2007 to December 2007.
2. Community wardens do not operate in Medway.
3. Data relates to the period April 2007 to December 2007.
4. Data relates to the period February 2007 to January 2008.
5. Data relates to the period December 2006 to November 2007.
6. This refers to Multi-Agency Public Protection Arrangements (MAPPA) Category 1 Offenders (registered sexual offenders as defined by Part 2 of the Sexual Offences Act, 2003). Level 3 refers to those offenders that pose the highest risk.
7. As of 2nd January.
8. Data relates to the period April 2005 to March 2006.

Our priorities 2008/09

Building public confidence

We aim to provide a visible police service that meets the needs of all local communities across Kent and Medway and one which residents can rely upon to be responsive, effective and of the highest quality.

When we have achieved this goal those who have had contact with us will be satisfied with the service they receive and will feel that they have been treated with fairness, respect and dignity.

Improving public confidence and victim satisfaction

Measurement	Target 2008/09	Baseline
Percentage of people who think that the police do a good or excellent job as measured by the Kent Crime and Victimization Survey	Increase to 63%	61.6%
Percentage of victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 82%	81.0%

Citizen focus

Kent Police recognises a citizen focused approach to policing is vital to secure the confidence of the public and achieve public satisfaction in the delivery of high quality policing services. We have embarked on a force wide programme of consultation, education and a review of our processes and practices. This will ensure our officers and staff understand and meet the needs of the public of Kent and Medway and that these needs are reflected in our practices. This work will be conducted in close partnership with Kent Police Authority and consultative groups who represent the people of Kent and Medway. Our strategy for citizen focus is based on four key principles:

- policing is fundamentally about policing,
- public confidence, satisfaction, reassurance and involvement in policing are essential for effective policing;
- being citizen focused is the responsibility of all our staff,
- the citizen focused philosophy must be embedded in all that we do.

Community engagement

Last year Kent Police and Kent Police Authority developed a Community Engagement Strategy to help us make our service more people-centred by reflecting the views of all our local communities in the service we provide. Over the coming years we will work to achieve the objectives laid out in the Strategy which are to:

- **improve confidence** through making the service more accessible and responsive,
- **improve responsiveness** enabling us to understand and respond to local community priorities,
- **increase feelings of safety** by providing people with information about policing activities,
- **reduce crime and anti-social behaviour** by responding to increased community intelligence.

Our priorities 2008/09

Building public confidence

Consultation

Kent Police and Kent Police Authority have a very comprehensive and varied consultation programme. The results we have gathered from our consultation in the last year have directly helped to shape the priorities and objectives laid out in this plan.

The Kent Crime and Victimization Survey is our biggest consultation exercise and is now in its fourth year. We were the first police force nationally to conduct a survey on this scale. Each year we telephone interview 4,000 residents in Kent and Medway to find out what they think about policing in their area. We ask them if they have been victims of crime within the last 12 months. In addition we ask how they feel about crime and anti-social behaviour, feelings of safety, confidence in the police and awareness of neighbourhood policing teams and Police Community Support Officers (PCSOs). The results support our neighbourhood policing teams to identify key local issues or concerns, and therefore target resources and use them in the best way.

In the last 12 months an additional version of the survey was carried which focused specifically on minority ethnic respondents. This allows us to get more representative and detailed views. In the next 12 months we hope to carry out a version of the survey for young people.

We also regularly carry out surveys with victims of burglary, violent crime, vehicle crime, road traffic collisions, racist incidents and anti-social behaviour. These surveys ask how satisfied victims were with each aspect of the service received. The results help us review and improve the service we provide to victims of crime.

Our Citizens' Panel has been running for four years and continues to grow. We now have 800 members. We regularly consult with them using surveys and focus groups concerning a variety of policing issues. Panel members have been asked their views on PCSOs, the role of the Kent Police Authority, tackling and fighting crime, and local policing issues. We are working to increase the number of minority groups represented on the panel. Work with various community forums has proved successful in introducing individuals from often overlooked communities to the Panel.

Our Youth Panel is now over a year old, and has 60 members aged between 11 and 17. This panel allows young people to tell us about crime, community safety and the policing service provided to them and their community. The panel members have been asked to contribute on issues such as the fear of crime and perceptions of their local area.

Our consultation work is vital in providing us with feedback and informing how we should improve the service we provide. It is also an important way of helping us to measure the impact and effectiveness of our neighbourhood policing and community engagement work for example.

Our priorities 2008/09

Building public confidence

Setting our priorities and objectives

In December 2007 we consulted members of our Citizens' Panel concerning our priorities and objectives. Surveys were sent to all members to gain their views on what our priorities and objectives should be.

The priorities and objectives that were then subsequently set were directly influenced by these results as well as the findings that have arisen from our wider consultation activities. In particular the importance of tackling anti-social behaviour, improving the quality of our interactions with the public and the impact of drug and alcohol misuse really stood out.

Victim code

Kent Police understand how important it is to provide a good service to the victims of crime. We know that they play a vital role in helping us to bring offenders to justice by identifying them and going to court to give evidence. We accept that this can be a daunting prospect and that victims need to be supported and kept informed by us in order to remain engaged.

To this end we continue to strive to give the best possible service to victims. The Victim Code, launched by the force in 2005, clearly lays out what we will do. Every victim of crime is given a copy of our Code so that they know what to expect. It also ensures that all staff understand, and know how and when, to discharge their obligations. Furthermore, our Code ensures that we meet the national standards for victim care specified in the Code of Practice for Victims of Crime, the aims of which are to:

- inform and protect the victims of crime and their families,
- ensure that victims receive the appropriate support,
- put victims at the heart of the criminal justice system.

In particular we know that it is vitally important to update victims at certain key points. When a person is arrested or released on bail we will tell the victim within five working days. If they have been identified as vulnerable or intimidated victims under the Code, we will do this within one working day. Likewise, when a decision to take no further action is made or the case is closed, we will contact victims within the same timescales. Other than at these key points, we make contact once a month as a case progresses to keep people informed.

We also ensure that we tell our partners in the Criminal Justice System, such as the Crown Prosecution Service and witness care units, what is happening and make referrals to the Victim Support Service so that they in turn can help victims.

Our priorities 2008/09

Building public confidence

Witness charter

We have continued to improve upon the number of crimes that we detect by working closely with the Kent Criminal Justice Board and Crown Prosecution Service and will carry on doing so.

As part of our commitment to this we have recently launched the Witness Charter which is a national initiative aimed at improving the experience of witnesses to serious crimes throughout the Criminal Justice System by setting out the service to be delivered at every point of the process. This will improve the experience of witnesses, increase their confidence and satisfaction and lead to more offenders being brought to justice and a reduction in the fear of crime.

Kent Police are committed to keeping witnesses updated on a monthly basis or at key stages of the process, for example when a person is released on bail. After a suspect has been charged, every victim and witness is given a single point of contact and information is provided at key stages by their preferred means.

Witness care units were created across policing areas in 2005. The units are staffed by dedicated personnel, with some including the Crown Prosecution Service staff.

The witness care units enable each victim and witness to:

- be assessed for his or her needs, including any extra provisions such as childcare and transport;
- be contacted by their preferred means (phone, letter, mobile or e-mail);
- be assessed for their willingness to attend court, receive any assistance to address intimidation.



Our priorities 2008/09

Building public confidence

Improving the quality of our interactions with the public

Measurement	Target 2008/09	Baseline
Percentage of people who know how to contact their neighbourhood police officer, PCSO or community warden as measured by the Kent Crime and Victimization Survey	Increase to 55%	49.7%

Providing a quality service – The Kent Police Standard

The Kent Police Standard details the level of service that the public in Kent and Medway can expect from Kent Police. The Standard embodies our compliance with the national Quality of Service Commitment. We are committed to providing a first class service to the public and each year we update the Standard following public feedback.

The Kent Police Standard covers:

- victims and witnesses,
- investigating crime and standards of case files,
- responding to the public,
- telephone handling,
- correspondence,
- conduct and appearance.

Copies of the Standard are available from the Kent Police website, local police stations or by telephoning 01622 652323.

The Force Communication Centre

The Force Communication Centre has seen considerable improvement in call handling and performance over the past few years. We are continuing to work hard to maintain this high level of accessibility whilst also ensuring that the quality and satisfaction with our call handling is enhanced. With ever increasing demands for service and greater expectations, call handling and call management is pivotal to the subsequent management of incidents and crime.

Emergency 999 response and initial contact via our Switchboard requires a prompt and accessible response. We will continue to focus on the timely answering of these calls.

Kent Police are committed to the resolution of calls at the point of contact when this is possible. We will do this by effectively managing the expectations of callers, providing reassurance and offering appropriate guidance and advice.

Our priorities 2008/09

Building public confidence

We are in the process of further developing our incident management process and the relationship between the Force Communication Centre and each policing area. This will support and enhance the service we deliver and provide appropriate resolutions through greater customer engagement, updates and effective use of our resources.

As part of our commitment to offering a range of different ways in which people can contact us we are introducing the SMS (text) messaging system during the course of the year.

We are also committed to achieving the National Call Handling Standard for improved incident handling efficiency. To achieve this we aim to answer:

- 90% of non-emergency calls transferred from the switchboard to the Public Call Handling group (primary group) to be answered within 30 seconds by March 2009.
- 90% of non-emergency calls transferred from the switchboard to the Central Crime Recording Unit (primary group) to be answered within 30 seconds by March 2009.

Ensuring equality and fairness

Measurement	Target 2008/09	Baseline
Proportion of recorded 'hate' crimes detected by means of a charge, caution, issue of a penalty notice or taken into consideration by a court compared to the number of 'hate' crimes reported	Increase to 40%	37.9%
Percentage of racist incident victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 75%	72.7%

Hate crime

Kent Police treat all hate crimes and incidents as a priority. The key strands of diversity associated with hate crimes or incidents are: age; disability; gender; race; religion and belief; and sexuality, albeit this list is not exhaustive. The victim of a hate crime or incident does not have to be a member of a minority group or someone who is considered vulnerable. In reality, anyone can be a victim of a hate crime or incident and anyone can identify a hate crime.

A hate incident is defined as:

Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate.

A hate crime is defined as:

Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.

Our priorities 2008/09

Building public confidence

Investigations into hate crimes and incidents are overseen and monitored by nominated Detective Inspectors. In addition, all reports of hate crimes or incidents are regularly reviewed by a Detective Chief Inspector in consultation with the dedicated Community Liaison Officers for each of the respective policing areas.

Kent Police also work closely with all our partners using intelligence-led policing methods to strive to improve the identification, investigation and prevention of hate crimes and incidents to ensure that the public know that hate crime is unacceptable and that the police and partner agencies want to be informed and provide a quality service. Our focus is on delivering a service that improves customer satisfaction, confidence and reassurance and reduces the level of repeat victims. To this end, a new policy has recently been designed to complement our existing Hate Crime Policy. The 'Hate Crime Satisfaction Policy' seeks to ensure that our processes from the time of initial report to the conclusion of an investigation or court case provide a consistent, premium service tailored to the needs of the individual.

We have worked hard to confront and investigate hate crime. During 2007/08 there has been a marked improvement in the number of hate crimes we have detected and we intend to build upon this during 2008/09. In addition, we have further developed the survey used to measure racist incident victims' satisfaction with the service delivered by Kent Police, using the resulting feedback to shape the new Hate Crime Satisfaction Policy. During 2008/09 we will continue to use and evaluate this survey to measure and further improve the satisfaction of victims of hate crime and in particular victims of racist incidents.

Promoting equality and diversity in service delivery and employment

Kent Police have a strong national reputation for promoting equality and diversity. In our last two HMIC inspections we were awarded an excellent rating. We have been ranked 26th in the top 100 gay friendly employers in the 2008 Stonewall Workplace Equality Index and have received awards from other leading organisations in recognition of our work.

The Force is also one of only two to have adopted the Equality Standard for Local Government, which we are using as a tool to ensure that equality and diversity is mainstreamed throughout our organisation.

Our Race and Diversity Equality Strategy reinforces our commitment to be an inclusive and consultative organisation with a workforce that reflects the population of Kent and one which respects and celebrates all aspects of diversity. We are fully compliant with the Human Rights Act 1998. Our intention is to meet the needs of everyone living, working and visiting Kent by providing an accessible and responsive service. We also want to provide a service and working environment that is free from discrimination, harassment, bullying and victimisation.

Our priorities 2008/09

Building public confidence

The Force is creating a workforce that is reflective of the communities of Kent. Employees from diverse backgrounds are able to join Kent Police staff support groups: Crystal Clear (for disabled employees), Kent Minority Ethnic Police Association, Kent Police Gay and Lesbian Support Group and the Kent Network of Women.

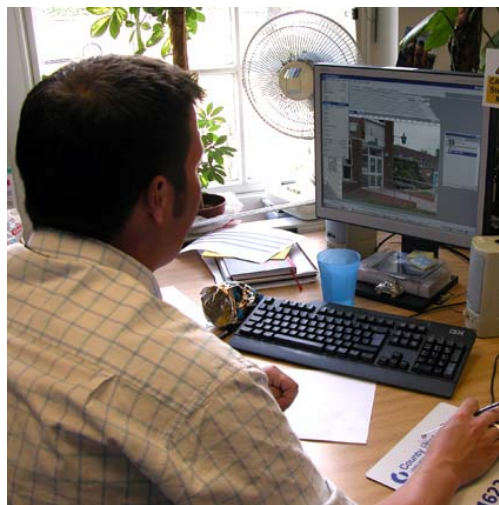
We regularly engage and consult with communities. For example, we have a Minority Ethnic Community Consultative Forum and a Lesbian, Gay, Bisexual and Transgender (LGBT) Consultative Forum. In 2008, we are committed to establishing a Disabled Communities Consultative Forum. Much consultation takes place at a local level too.

The Kent Police Authority Independent Advisory Group (IAG) comprises of volunteers from a wide range of minority communities. The IAG advises and works with the police to improve both services provided to minority communities and the relationship between those communities and Kent Police. The Group plays a key role in providing critical advice to the force across a range of issues from strategic policy making to ensuring an appropriate response to critical incidents.

In the next year we will also be consolidating our Partners and Communities Together (PACT) meetings in each policing area to ensure we engage effectively across each of the six social identities (age, disability, gender, race, religion and belief and sexuality).

Successful organisations are committed to equality and diversity. Under the Police and Justice Act 2006, Kent Police Authority have a legal duty to promote diversity both within the Force and the Authority itself. Kent Police Authority and Kent Police have a collective responsibility to provide a working environment to support the Race and Diversity Equality Strategy and to ensure it is consistently applied throughout Kent Police.

Everyone working for us is expected to support this work too. We recognise that by understanding the diverse communities we serve this will lead to greater trust and confidence in us so that we create a safer environment for everyone in Kent and Medway.



Our priorities 2008/09

Effectively tackling crime

We aim to continue reducing all types of crime making Kent and Medway a safe county for all of our communities. When crimes do occur, we will investigate these thoroughly in order to increase detections and the number of offenders brought to justice, thereby deterring further offending in the future.

We will have achieved our goal when crime and detection levels are better than in other similar areas in the country and we are in the top quartile nationally in reducing and detecting crime.

Kent crime strategy

Crime extends across a wide spectrum from anti-social behaviour to international terrorism, and the variation of response needs to be equally wide. We have developed a Crime Strategy for Kent with the overarching aim of improving our performance and the service that we provide to the people of Kent and Medway.

The Strategy will operate at different levels. At one level the Strategy will provide a vision for the long-term achievement of local and national priorities and at another level it will determine how we will use our resources to best effect in key crime areas. The focus of the Strategy will be on:

- anti-social behaviour,
- volume crime,
- serious violent crime,
- sexual offending,
- organised crime,
- terrorism.

The Crime Strategy provides effective opportunities for our delivery plans to enhance service provision and performance within the key crime areas. To be successful in delivering the Strategy we will seek to:

- maximise the benefits of the neighbourhood policing programme and associated problem solving methods,
- work in partnership with local authorities, other agencies and the public;
- work with other criminal justice agencies to improve the effectiveness of the Criminal Justice System to increase the number of offences brought to justice,
- use the National Intelligence Model to determine strategic direction, make tactical resourcing decisions and manage risk;
- deliver a citizen focused service to the public, especially victims and witnesses, which meets the diverse needs of individuals and inspires confidence in policing;
- ensure the highest standards of integrity and professionalism,
- make the best use of emerging scientific and technological advancements.

Our priorities 2008/09

Effectively tackling crime

Key objectives of the Crime Strategy are to reduce crime and anti-social behaviour as well as increasing detections and the number of offenders brought to justice. Of equal importance is the need to reduce worry about crime and to increase confidence in Kent Police.

Reducing serious acquisitive crime

Measurement	Target 2008/09	Baseline
The number of serious acquisitive crimes per 1,000 population	Reduce to 13.7	14.0

Kent Police have been successful in the last twelve months in reducing crime across all crime types. This is in line with the national reduction picture, seeing crime fall to its lowest level since records began in 1981. Within the proposed Policing Plan priorities and objectives we will aim to reduce serious acquisitive crime still further to 13.7 crimes per thousand population.

Serious acquisitive crimes are the type of offences that affect people and communities. They can be broken down into three categories:

Burglary	Robbery	Vehicle crime
<ul style="list-style-type: none"> • burglary in a dwelling, • aggravated burglary in a dwelling. 	<ul style="list-style-type: none"> • robbery of business premises, • robbery of personal property. 	<ul style="list-style-type: none"> • theft or unauthorised taking of a motor vehicle, • aggravated vehicle taking, • theft from a motor vehicle.

Using our established Intelligence Units we will identify vulnerable locations and work with partner agencies to target these locations. The continued use of seasonal campaigns that target crime types and areas has proved to be successful in managing increases in crime often associated with the changing seasons of the year. These campaigns include partner agencies and focus upon enforcement and prevention activities such as increased security.

The development of several strategic crime reduction projects, such as Kent KeyLink, offer further opportunities and the targeting of our most prolific and persistent offenders will continue.

Working in conjunction with our criminal justice partners through our local criminal justice board we will ensure that all reported offences are dealt with efficiently and effectively securing early and compelling evidence, making sure that offenders brought to court are dealt with swiftly and effectively reducing the chances of re-offending in the future. Support to victims and witnesses will be a key priority in reducing crime in these categories, as without their help offenders would not be brought to justice.

Our priorities 2008/09

Effectively tackling crime

The use of technology continues to be a tool in the fight against crime. The introduction of Automatic Number Plate Technology (ANPR) to many of our roads and towns in Kent and Medway provides excellent intelligence, identifies and assists in the recovery of stolen vehicles and property, and leads to the arrest of criminals.

Drug driven crime continues to affect all of these crime types. Identifying those committing offences due to addiction and getting them into treatment will continue to be a tactic in reducing the possibility of re-offending.

Our recent local neighbourhood policing plans have led to some excellent feedback, and we will continue to improve on this approach. The increased visibility of officers and PCSOs, in conjunction with Community Wardens and Neighbourhood Watch Schemes, is increasing our intelligence gathering opportunities, helping to prevent and reduce crime.

Ensuring a high sanction detection rate

Measurement	Target 2008/09	Baseline
Proportion of recorded crimes detected by means of a charge, caution, issue of a penalty notice or taken into consideration by a court compared to the number of crimes reported	Increase to 30%	27.9%

We recognise public confidence in policing is influenced by our ability to bring offenders to justice. Between April and September 2007, working together with partner agencies we have brought 19,807 offenders to justice. We have invested in our investigation teams to improve our investigative skills and are committed to achieving the requirements of the national Professionalising the Investigation Process (PIP) for all of our staff.

The number of crimes that we detect has continued to rise. Between April and December 2007 our figures show that we detected 28.1% of all crimes. By maintaining our work with the Kent Criminal Justice Board and the Crown Prosecution Service we will continue to improve on this over the coming year.

In 2008/09 we aim to detect 30% of crime dealt with by a 'sanction detection', that is a crime where the offender is charged, cautioned, has the offence taken into consideration by a court or is issued a fixed penalty notice.

We are working with the Crown Prosecution Service and Her Majesty's Court Service on the implementation of a project called 'Simple, Speedy, Summary Justice'. The aim of the project is to deliver swifter justice for victims and witnesses. This will be achieved through securing more guilty pleas at initial hearings and aims for a six week period between plea and trial in appropriate magistrates' court trials. This will not only free up court time for more serious offences, but better meet the needs of the victim.

Our priorities 2008/09

Effectively tackling crime

Tackling repeat victimisation and repeat offending

Measurement	Target 2008/09	Baseline
Percentage of repeat victims of domestic abuse	Reduce to 22%	24.2%

Domestic abuse

Domestic abuse repeatedly blights the lives of millions of women and men, claiming the lives of two women every week nationally.

Kent Police are committed to a dedicated approach to domestic abuse which ensures that victims are protected and perpetrators are effectively managed. In order to do this we are continuing to work with our partners via the multi-agency Kent and Medway Domestic Violence Strategy Group and to follow the National Domestic Violence Delivery Plan. In Maidstone a specialist Domestic Violence Court has been introduced and Independent Domestic Violence Advisers are working in both Maidstone and Medway.

We are currently working with our partners in Maidstone to reduce the incidence of repeat victimisation, which is a key characteristic of domestic abuse, by piloting the Multi-Agency Risk Assessment Conferencing (MARAC) framework. As part of the MARAC process a risk assessment is carried out when we attend a domestic abuse incident and shared with our partners so that the necessary action can be taken by the appropriate agency. We will be evaluating the work in Maidstone with our partners with a view to developing this process across Kent and Medway over the coming year.

Prolific offenders

The Home Office have estimated that out of one million active offenders, 100,000 will accumulate more than three convictions in their criminal careers. Although this group only represent 10% of active offenders, they will be responsible for 50% of all serious crime. Within this group there is a smaller 'super prolific' group who are responsible for disproportionately greater amounts of crimes. It is estimated that the most prolific 5,000 offenders, representing 0.5% of the entire active offender population, are responsible for around 9% of all crimes.

The Prolific and other Priority Offenders (PPO) Programme was introduced in September 2004 as a cross Government crime reduction strategy to tackle the most prolific and priority offenders. The programme draws together key partners, such as the police, probation, Prison Service, courts, Crown Prosecution Service and Youth Offending Team to jointly tackle the issues related to PPOs and their offending.

PPOs are identified by the:

- nature and volume of the crimes they commit,
- nature and volume of other harm they cause; and
- detrimental impact they have on the community.

Our priorities 2008/09

Effectively tackling crime

The PPO Programme is overseen by the Kent Criminal Justice Board (KCJB) and Crime and Disorder Reduction Partnerships (CDRPs) and it is divided into three complementary strands.

- **Catch and convict**, which is led by the police and is focused on bringing the most prolific offenders to justice;
- **Rehabilitate and resettle**, which is led by the National Offender Management Service (NOMS) and is focused on reducing re-offending or providing a swift return to court for those who continue to offend;
- **Prevent and deter**, which is led by the Youth Offending Services across Kent and Medway and is aimed at tackling those young offenders at risk of becoming the prolific offenders of the future.

'Every Child Matters'

Kent Police are committed to working closely with our partners to achieve the best outcome for children and young people as set out in the Government's 'Every Child Matters' change programme.

The programme signals a new approach to ensuring the well-being of children and young people from birth to the age of 19. It aims to ensure that all young people have the necessary support to:

- be healthy,
- stay safe,
- enjoy and achieve,
- make a positive contribution,
- achieve economic well-being.

Delivery of these aims will be facilitated by improved partnership working between the key organisations involved in providing services to children, from schools and hospitals, to social services and the police. This will include the joint assessment of local needs involving children, young people and parents and integrated delivery.

Emphasis will also be placed on narrowing the gap between disadvantaged children and their peers, the vital role of parents, carers and the community in the improvement of these outcomes, and the participation of children and young people in the design and delivery of services to guarantee an accurate reflection of needs.

The police service and the wider Criminal Justice System have a vital contribution to make in achieving each of the programme's aims with the main focus on:

- **making a positive contribution** - a key element of this is encouraging young people to choose to engage in law-abiding and positive behaviour.
- **staying safe** - ensuring children and young people are safe from crime, exploitation, bullying, discrimination and violence is one of the major responsibilities of the CJS.

Our priorities 2008/09

Effectively tackling crime

Youth crime

Kent Police are committed to working with young people, their families and schools in order to build positive relationships. With our partners we aim to work towards achievement of the 16 statutory targets set by the Department for Children, Schools and Families by March 2009.

We have dedicated police officers working with children and young people in schools across the county. In some of the county's schools, we have Police Community Support Officers, part-funded by the school, and deployed on a permanent basis providing visible reassurance to staff and pupils. As part of this commitment we have developed professional educational packages which officers take into schools across the county as part of our educational programme. These address issues such as criminal damage, anti-social behaviour, guns and knives and text bullying. In particular our criminal damage education pack has proved to be extremely successful and is now being marketed to other forces by the Kent Peoples' Trust.

Our commitment will be further strengthened during 2008/09 by the introduction of a local strategy and delivery plan that is currently being developed around the Association of Chief Police Officer's youth strategy. It represents a significant shift in the way Kent Police work with children and young people because it takes a holistic approach, drawing in not only their schools and colleges, but also their families and neighbourhoods. We are pleased to say that we are one of the first forces to take this approach.

Through our strategy we aim to:

- reduce youth crime,
- increase confidence in Kent Police by engaging with young people and their families,
- support young people as victims and witnesses of crime,
- use early intervention measures to reduce the numbers of young people becoming offenders,
- use appropriate enforcement measures when necessary,
- assist in the management of young offenders to reduce re-offending,
- train and develop staff to a high standard to ensure consistent and effective delivery of services.

There are four main service delivery themes that run through the framework:

- protection including the identification and referral of those at risk,
- prevention,
- offender management,
- support services.

Providing services for children and young people is a priority and we have specialist officers to ensure that the services we provide to them and their families are delivered in the most appropriate way. However, we also recognise the importance of working with our partners to ensure our strategy is as effective as possible and to achieve the best outcomes for children and young people as set out in 'Every Child Matters' and the Children Act 2004.

Our priorities 2008/09

Making communities safer

We aim to ensure that residents regard their neighbourhood in Kent and Medway as a safe and harmonious place to live where quality of life issues are robustly tackled by the police through working effectively in partnership with a range of other agencies and communities themselves.

We will have achieved this when people perceive an improvement in the quality of life within their neighbourhood and feel safer in their local area, particularly at night.

Tackling the types of anti-social behaviour that the public are most concerned about

Measurement	Target 2008/09	Baseline
Percentage of the public with a high level of perceived anti-social behaviour in local area as measured by the Kent Crime and Victimization Survey	Reduce to 15%	15.3%
The number of rowdy/nuisance gatherings in public and loutish/rowdy/noisy instances in public	Reduce by 3%	69,511

Neighbourhood policing

By recruiting 382 Police Community Support Officers and deploying 295 police officers we have completed our rollout of neighbourhood policing across the county, thereby ensuring that every local area has a specialised team dedicated to it.

Our neighbourhood policing teams provide communities with:

- a single point of contact,
- visible, accessible and locally known officers and
- local accountability.

These teams are working with the community and our partners in Local Government to provide safer neighbourhoods by identifying and providing sustainable solutions to issues that are of most importance to people, such as crime and disorder and anti-social behaviour.

From September 2008 new neighbourhood task teams will be introduced into every policing area in Kent and Medway. These teams will provide backup and support to dedicated officers and neighbourhood policing teams already in place. The teams will be made up of one sergeant and five constables concentrating on larger, long-term issues such as criminal damage and anti-social behaviour. This follows two successful pilots last year that showed that the teams helped to reduce anti-social behaviour, criminal damage and made people feel safer.

Our priorities 2008/09

Making communities safer

Our Neighbourhood Contact Card scheme launched in January 2008, the first of its kind, has ensured that news of what we are doing, and how people can contact their local Neighbourhood Police Team, has reached some 720,000 households across Kent and Medway.

Having put these teams in place we are now working hard to embed neighbourhood policing. A key part of this is ensuring that we have effective mechanisms for community engagement so that the people of Kent and Medway have a voice, and continue to influence how we police their communities.

In order to achieve this we are continuing to use and develop the Partners and Communities Together (PACT) process, which delivers regular local meetings where you can voice your concerns to Kent Police and our partners. This process has been up and running across the county for some time and has already established the first priorities for our neighbourhood teams.

We aim to increase the proportion of people that think that Kent Police work closely with their local community to 61% by March 2009. We also aim to reduce the proportion of people who are worried about being the victim of crime to 40% in Kent and 52% in Medway by March 2009.

Equally important to embedding neighbourhood policing is building and developing strong working relationships with our partners in Local Government, such as Public Safety Units. In order to support a robust approach to joint problem-solving with the community and our partners we are establishing a shared database so that we can all see what is being done, and by whom, in order to address the problems that you tell us matter most to you.

Kent Police and our partners have begun to introduce the process of neighbourhood management across Kent and Medway that facilitates the close working of communities and local agencies to tackle quality of life issues at neighbourhood level.

Neighbourhood management, reinforced through the development of multi-agency Public Safety Units has already been successfully implemented in Dartford, Gravesham, Ashford and Canterbury with police officers based in local authority offices. The Force is committed to working with partners to introduce this model across the remaining parts of the county.

Reducing the harm caused by drugs and alcohol

Measurement	Target 2008/09	Baseline
The number of night-time economy alcohol/drug violence related offences in hotspots including town centres	Reduce by 5%	495

Our priorities 2008/09

Making communities safer

Alcohol-related crime

A number of major towns in Kent and Medway enjoy a vibrant night-time economy. Problem drinking, however, is a feature for a significant minority of people and can lead to crime and anti-social behaviour in our town and city centres. Binge and chronic drinking blights lives and damages health.

Kent Police are committed to ensuring that people can live, work, shop and socialise in a safe environment. The misuse of alcohol can sometimes threaten the safe use of our public places that is why we target the places and times when problems can occur. We also work with our partners to target those who sell alcohol to children and those who are drunk and disorderly.

Together with our partners Kent Police use a number of approaches to manage the criminal and anti-social consequences of alcohol. This includes employing prevention measures, robust policing of problem areas and the appropriate use of our powers. For example, anyone of 16 years or more who poses a risk of committing crime or disorder can be required to leave a locality and not return within 48 hours.

Last year we offered active support to the introduction of the Safer Socialising Schemes. It has proved to be a very successful partnership between Kent Police, licensed premises and local businesses. Since its introduction, violent crime and anti-social behaviour at night have fallen and the scheme is now in place across Kent and Medway. Participating venues receive a Safer Socialising Award, which recognises their efforts and allows customers to identify venues that have measures in place to make them safer. The scheme is now being extended to businesses operating during the day.

Reducing the harm caused by drugs

Kent Police remain committed to reducing the harm caused to both communities and individuals by the use of drugs and to tackling drug-related crime. In support of our commitment, we have a drugs strategy that targets dealers, supports young people and helps drug users to receive treatment.

Together with alcohol, drugs are a feature of the night-time economy and can be a significant contributing factor in crime, disorder and anti-social behaviour in our town and city centres. To address this we carry out checks on pub and club goers using sniffer dogs and Ion Trak machines, which are portable and can identify traces of drugs on a person or surface.

Kent Police continue to run regular operations across Kent and Medway to tackle drug dealers and those who commit crime to support their habit. Often these operations involve not only the police, but other agencies as well, and deliver both enforcement and reassurance to communities. Where the offenders are part of organised crime groups we will also use our powers to disrupt them and to seize their assets. High visibility street level initiatives focus not only on the night-time economy, but also on local neighbourhoods and transport hubs such as bus and train stations.

Our priorities 2008/09

Making communities safer

In support of our enforcement role, Kent Police is also a key partner in the multi-agency Kent and Medway Drug and Alcohol Action Team, which commissions drug and alcohol treatment services across the county. They also offer young people's services and seek to focus on the effects of substance misuse on communities. In addition to the police, the teams involve agencies including Kent County Council, Medway Community Safety Partnership, probation, customs, Prison Service, local NHS services and voluntary groups. We also assist drug users to seek help through the Drug Intervention Programme (DIP) and our custody personnel refer offenders to the Programme.

Education also has an important role to play in the fight against drugs. Specialist police officers will continue to work alongside our education and health partners to deliver an awareness programme in schools across the county. This includes demonstrations of drug detection technology and sniffer dogs and explains how we tackle drug misuse, the treatments available and the support services on offer to staff, students and parents. The Drugs Intervention Support Programme (DISP) seeks to prevent young people who are considered to be vulnerable to, or have experimented with, drugs from becoming drawn into crime in order to support their drug taking.

Making the roads safer

Measurement	Target 2008/09	Baseline
The number of people killed or seriously injured in road traffic collisions	Reduce by 1%	837

We are responsible for an extensive road network and our strategic roads policing strategy recognises that our Protective Service responsibility extends to all county road users whilst acknowledging the unique geographical and infrastructural challenges that exist.

The strategic road network in Kent and Medway covers 250 miles. In addition to the many hundreds of thousands of holidaymakers and commercial travellers, we know that some 340,000 people in Kent and Medway make use of the roads on a daily basis, with traffic volumes consistently growing.

Our team of operational officers attend some 8,000 incidents on our roads each month and in addition to traffic related issues, they make a number of arrests for significant criminality.



Our priorities 2008/09

Making communities safer

Paramount to all of these responsibilities is our duty to keep people safe as they go about their lawful business and to prevent people from being killed or seriously injured on our roads. We have worked, and will continue to work with, partners to reduce the number of road deaths. We have already made significant progress in terms of meeting the Government target for reducing road deaths and aspire to have exceeded it by the 2010 deadline.

In order to meet the high bar that we have set ourselves we intend to:

- deny criminals the use of roads across Kent and Medway,
- work with partners on enforcement and educational campaigns,
- proactively deal with the threat of terrorism,
- reduce anti social behaviour and unlawful use of vehicles,
- visibly patrol the roads to enhance public confidence and provide reassurance.

From April 2008 each policing area across the county will have a dedicated motorcycle team addressing roads policing issues of particular concern to local people. These deployments are as a result of successful pilot schemes run in South and East Kent during 2007 that received positive feedback both from our officers and the public.

We continue to work with our partners to run multi-agency road checks across the county. The range of these operations is diverse, and includes identifying uninsured and unlicensed drivers, vehicles with serious defects and those vehicles involved in cross-border crime, transporting illegal immigrants and the carriage of dangerous goods.

Kent Police are also members of the Kent and Medway Casualty Reduction Partnership that brings the force together with key partners from Kent County Council, Medway Unitary Authority, the Highways Agency, Kent Fire and Rescue Service and the South East Coast Ambulance Service. The partnership is a tactical forum that has a prevention, intelligence and enforcement brief and delivers a co-ordinated response to issues such as drink and drug-driving, including running local campaigns.



Our priorities 2008/09

Protecting the public

Through building our Protective Services capability and capacity we aim to protect Kent and Medway from acts of terrorism and organised crime whilst also minimising the risk posed by those offenders who threaten our safety and well-being.

We will have achieved this when the number of serious crimes has reduced still further in Kent and Medway, re-offending rates are lower than those for similar areas nationally and we can show that we meet national standards for our 'Protective Services'.

Building our Protective Services capability

Measurement	Target 2008/09	Baseline
Her Majesty's Inspectorate of Constabulary (HMIC) specific grading criteria in each of the Protective Services being inspected in 2008/09	Meet the standard by the inspection	N/A

Over the last two years Kent Police have reviewed their level of investment in Protective Services. These are specialist areas of policing provided centrally, as a service to the whole of Kent and Medway. The scope of our Protective Services will continue to develop as further services are defined by the Home Office and the National Police Improvement Agency (NPIA).

Protective Services include:

- civil contingencies and emergency management – working with our partners to manage issues such as floods and earthquakes;
- counter-terrorism and domestic extremism – guarding against and preparing for a terrorist threat;
- critical incident management – incidents that are likely to have a major impact on the public and the policing of Kent and Medway, such as incidents involving the criminal use of firearms;
- major crime – such as the investigation of murder;
- public order – policing large scale events;
- public protection – management of serious violent and sex offenders;
- serious and organised crime – drugs, and large scale criminal networks;
- strategic roads policing – dealing with crime, strategic traffic issues and reducing casualties on our roads network.

The review, which was partly undertaken by external consultants and overseen by the Police Authority, considered three Protective Services – Major Crime, Serious and Organised Crime and Strategic Roads Policing. It concerned a range of risks, threats and other data and included comparisons with other forces and projections of future crime and incident trends. As a result of this work we invested £2.4 million in those Protective Services during 2007/08. Following another review of Public Protection there will be additional growth of £700,000 in this area over the coming year.

Our priorities 2008/09

Protecting the public

Protective Services improvement plan

Over the coming year the NPIA will define a minimum or threshold standard of operation for each Protective Service. Where these already exist we have assessed our performance against them and have in place a development plan to achieve this minimum standard by June 2008. For those yet to be published we will try to still achieve them by December 2008. This will be two years ahead of the Home Office published timescale. The Home Office also require that we deal with any 'high need' areas of development within Protective Services by April 2009. For all the published threshold standards we have no identified high need areas and so we are a year ahead of the Home Office schedule.

As well as the threshold standards, Her Majesty's Inspectorate of Constabulary (HMIC) are also publishing specific grading criteria for each service. These describe how Protective Services should be delivered and form the basis of the inspection programme of Protective Services by HMIC. As and when each set of criteria is published we will assess our performance and create a development plan to ensure that we meet the standard required.

In addition to these plans we will undertake a threat and risk assessment to benchmark our performance against other forces and to ensure that we are managing threats, risks and future needs. We were one of the first forces in the country to complete this process for the police use of firearms within critical incidents and are presently highlighted to other forces as best practice. Some other assessments such as for Counter-terrorism, Public Order, Major Crime and Serious Crime will be complete by May 2008 whilst all the others will be complete by September 2008. The Home Office requirement is that Protective Services will be developed by 2011 but we will complete this process by 2010.

Each Protective Service has a Force management board to oversee progress and the chairs of all these boards attend a Protective Services Development Board where progress is overseen by the Police Authority. From the review of Threshold Standards, Specific Grading Criteria and the Threat and Risk Assessment we will create a composite action plan to prioritise the development work for each policing area. This will identify any additional resources required to meet the standards or threats for consideration by the Authority.

Part of the review process also considers how we can most effectively provide these services through collaborative arrangements with other forces. We collaborate extensively with Essex Police and with other neighbouring forces in England and on the continent. In the last case we are members of the Cross Channel Intelligence Conference that brings together judicial authorities in England, France, Belgium and the Netherlands to collaborate on a range of issues. These arrangements are overseen through a number of different force and regional structures. The use of resources between forces is managed through a series of memorandums of understanding. These are non-binding agreements that set out the rules around such exchanges of resources.

Our priorities 2008/09

Protecting the public

Protecting the public from high-risk offenders

Measurement	Target 2008/09	Baseline
The number of offences committed by MAPPAs Category 1 Offenders managed at levels 1, 2 and 3	Reduce by 5%	218
The percentage of risk management plans agreed and in place within 24 hours for MAPPAs Category 1 Offenders managed at levels 2 and 3	95% for level 3 offenders	N/A
	95% for level 2 offenders	N/A

Protecting vulnerable people

In 2008 we will increase the number of detectives and support staff who have a important responsibility for protecting vulnerable people in our communities. We do not contend that the police alone, or the police with probation and other partners can prevent all re-offending. We do, however, aim to put more officers into supervising violent, dangerous and sex offenders.

Violent and sexual offenders

Kent Police continue to work with our partners in managing the Multi-Agency Public Protection Arrangements (MAPPAs) that deal with the most dangerous offenders. The purpose of MAPPAs is to consider risk, prioritise resources and then devise an appropriate management plan to minimise risk. The three lead agencies are police, probation and prisons with a number of other agencies including local authorities and social services who have a legal duty to co-operate in the process. This is to ensure that agencies share information to enable risk to be properly considered.

Kent Police are committed to reducing the risk of serious offending against the people of Kent and Medway. To strengthen the management of high-risk offenders further, Kent police will be increasing the number of specialist Violent and Sexual Offender Officers by 25% (10 officers) as well as providing additional administration support from April 2008.

Prioritising action to tackle the most serious violent and sexual offences figures highly in the Government's Public Service Agreements (PSAs) for 2008-11. In order to help the police service and its partners to deliver these targets the Government has published 'Saving Lives. Reducing Harm. Protecting the Public. An Action Plan for Tackling Violence 2008-11'.

Our priorities 2008/09

Protecting the public

The Action Plan focuses on two main cross-cutting themes:

- ensuring that agencies are able to work together to manage known violent offenders, as well as those who are most at risk of involvement in serious violence either as perpetrators or victims, in order to prevent violence from occurring in the first place or escalating in seriousness;
- providing care and support for victims of serious violence in order to reduce the impact of and the harm caused by these offences, to reduce future risk and vulnerability, and to work with them to secure convictions.

Serious violent crime and sexual offences are important strands within our crime strategy, and this national action plan has been considered in putting our strategy together.

Rape and serious sexual offences

Kent Police have developed a new strategy, action plan and policy to deliver an improved service and ensure better outcomes for the victims of rape and serious sexual offences. As part of this commitment we have given further training to a number of frontline police officers. These specialist officers have enhanced skills in victim support and collection of forensic evidence. Longer-term victim support is then taken over by specially trained officers who also support victims throughout the court trial.

Serious and major crime

Kent has an excellent reputation for its management and successful investigative approaches to serious and major crimes. In the last 12 months we have recruited more specialist staff to ensure that major crime enquiries can be carried out without moving staff away from local policing activities.

The UK Threat Assessment describes and assesses threats to the UK from serious and organised crime and we will continue to use this information to support our investigations. Additionally, we carry out a strategic assessment on an annual basis to determine potential harm in our local communities. This assessment is an important reference guide for the production of our Policing Plan and also leads to a control strategy. The control strategy helps to determine the tactical options we employ to mitigate the threat of harm posed by serious and major crimes.

Management of Police Information

The Management of Police Information (MoPI) is a serious responsibility and one where we aim to raise our standards even further throughout 2008/09. We hold vast amounts of records and data and ensuring that these are secure and accurate is of utmost importance. The MoPI code was introduced by the Government as a response to the recommendations of the inquiry conducted by Sir Michael Bichard into the Soham tragedy.

Our priorities 2008/09

Protecting the public

The code sets out the way we manage police information to:

- set procedures to obtain and record that information,
- ensure its accuracy, relevance, adequacy, timeliness;
- ensure procedures are in place to review the need to retain the information and to destroy it when it is no longer required;
- provide procedures governing authorised sharing of information within the police service and other agencies,
- develop consistent procedures for the management of police information within all forces.

A new MoPI team is being introduced in 2008/09 to further improve our standards and ensure that all recorded information is relevant and accessible, making sure that all police operational information is recorded, reviewed, shared and deleted in a consistent manner.

Targeting organised crime groups

Measurement	Target 2008/09	Baseline
The number of organised crime groups dismantled	Dismantle 77	60
Total value of assets recovered (criminal confiscation orders)	£2.53m	£2.30m

We recognise that a range of crime is promoted by organised criminal enterprises. They may import or manufacture illegal drugs to be supplied locally or they may help in the disposal of stolen goods. Through targeting these enterprises for a range of criminality we should be able to reduce crime more effectively than by tackling individual offending. Organised criminal enterprises recognise no local or national boundaries, and so to understand how they operate, and to dismantle them effectively, we work closely with neighbouring forces in England and on the continent and with national organisations such as the Serious Organised Crime Agency (SOCA).

Whether as individual offenders or organised criminal enterprises, people offend because they benefit from it. This enables them to support their lifestyles when they may have little or no legitimate or legal income. Another important way to discourage offending is to recover from criminals the assets they have obtained as a result of crime. This may be their cash and savings or their cars, houses or other properties in the UK or abroad. We are investing heavily in Financial Investigators so that we can seize the maximum value of such assets so that offenders will be both punished through sentences from the courts and lose the benefits they obtained.



Our priorities 2008/09

Making best use of our resources

We aim to maximise the use of our resources across the entire organisation in order to support the delivery of high quality services and achieve value for money.

We will have achieved our goal when increased resources from efficiency savings support greater numbers of frontline police officers enabling increased visibility and policing support across the communities of Kent and Medway.

Demonstrating increasing efficiency

Measurement	Target 2008/09	Baseline
The value of recurring cashable savings	£1.5m	£0.9m

Efficiency and productivity plan 2008/09

Introduction

We are committed to offering a high standard of service to the public of Kent and Medway and to use the resources we are given wisely. Due to increasing demands, expectations, and the limited resources available, we must be innovative in constantly reviewing the way we deliver our services.

In the last review by Her Majesty's Inspectorate of Constabulary (HMIC) in 2006, Kent Police was one of only two forces in the country to receive two awards of 'Excellent' for the way we use our financial and physical resources and Information Management.

Through constantly reviewing the way we work, we have found significant savings each year, which we have diverted from administrative activities to frontline policing and we will continue to do this. This has also enabled the Police Authority to minimise the demands on the local council taxpayer and along with Essex we represent the lowest precept charging shire Authority in England and Wales.

The Home Office has recently published the 'Efficiency and Productivity Strategy for the Police Service: 2008/11'. We are fully committed to developing the proposals as set out by the Home Office and are committed to working to a joint Force and Authority Efficiency and Productivity Plan. This will build upon our significant track record in using resources efficiently and effectively to the greatest benefit of Kent and Medway communities.

Assumptions of the three-year financial plan

Our three-year financial projection covering 2008/11 is based on an increase in Government funding of 2.53%, 2.66% and 2.73% for each of the three years and a growth in the council tax precept of 4.99% for each year. Based on these financial projections we have prioritised, using the Force Risk Register and the Policing Plan, those areas that should receive the limited growth available. The additional areas chosen for funding in 2008/09 are Management of Police Information (MoPI), Public Protection and the introduction of neighbourhood task teams. In addition, a continuing programme of cost saving initiatives assists in addressing other resource pressures which the three-year financial plan cannot accommodate.

Our priorities 2008/09

Making best use of our resources

Improving our efficiency and effectiveness

The Home Office has required all police forces to achieve efficiency savings of three per cent of their net revenue budget. We have consistently demonstrated our ability to meet this target. For 2008/11, the Home Office targets are even higher but we are confident that we are able to deliver these savings.

We will continue to deliver savings through projects such as:

- embedding continuous change management through reviewing our processes in order to achieve the same end in a more efficient way, e.g. the redesign of practices for installing equipment in police vehicles, which has increased productivity by 44%;
- increasing staff awareness of finance and the use of resources through an enhanced learning and development programme,
- initiatives which improve the efficiency of officers and staff including a new leadership development programme as part of wider workforce modernisation plans,
- more effective management of overtime expenditure involving a complete review of working procedures, the implementation of enhanced Duty Planning software and increased training for staff;
- increasing the range and use of electronic devices which maximise the time spent in the community, e.g. PCSOs supplied with Blackberries and the use of video conferencing;
- trialling the use of head cameras for police officers as initial work has shown them to be extremely effective in obtaining successful convictions,
- increasing the number of forms available electronically and which are automatically filled with key data,
- implementing electronic processes that increase efficiency, e.g. recruitment, appraisals and travel expenses;
- improving databases to reduce police officer time spent recording crimes,
- prioritising projects in our capital programme that improve employee efficiency, through the improved functionality of the systems and the management information the systems generate;
- exploring collaborative opportunities in order to take advantage of economies of scale, e.g. the Collaborative Insurance Consortium which involves 10 forces saving £2.5 million over the last three years for the group;
- assessing the opportunities for collaboration with Essex Police around Protective Services (more detail on our collaboration with Essex Police can be found on pages 43 and 44).



Our priorities 2008/09

Making best use of our resources

Human Resources and training plan

The Human Resources Strategy for Kent Police is linked to the Force Policing and Performance Plan. Together these influence the annual Human Resources Plan, supported by a number of more specialist strategies and plans such as Health, Leadership, Learning and Development, Career Management, Health and Safety, Reward and Recruitment. **Our aim is to maximise our people assets** and our plans set the framework for how we recruit, select, retain, train, develop, manage, appraise, deploy, advance and care for the people who make up the workforce of Kent Police.

Initiatives for 2008/09 include a significant police officer recruitment campaign, including transfers from other forces particularly for Protective Services and neighbourhood policing roles. Attaining a more diverse and representative workforce will continue to be supported by positive action initiatives, particularly targeting women and people from minority ethnic communities. Minority ethnic recruitment targets, along with monitoring progression and retention, will continue in support of local and national diversity initiatives. Our Positive Attendance Management initiative continues with targets to further reduce absence for police officers and staff as part of our Health and Wellbeing Strategy.

The new Police Performance and Conduct Regulations introduce a new Standard of Professional Behaviour for police officers and members of the Special Constabulary. Linking with the Leadership Academy, a programme of 'masterclasses' and continuous learning will develop managers to competently run the new local misconduct meetings, bringing transparency and confidence to a process for both officers and the community. Building on the Citizen Focus objectives, they bring opportunities to enhance skills of frontline officers in their interaction with the public and reduce the number of complaints made by the public through the provision of effective monitoring of performance supported by timely interventions. Opportunities to address behaviour and learning from the experience lead to improved quality of service.

The Learning and Development Plan describes the key learning and development activities to ensure police officers and staff have the right skills to deliver the range of policing services for the county. Leadership development forms an integral element of staff development with a new Leadership Academy at the Kent Police College. We support Force performance through the delivery of all initial training for police officers and Police Community Support Officers, neighbourhood management training, partnership training with the Kent Community Safety Partnership and citizen focused training. We are delighted that our ground breaking community placements for all new officers have been nationally recognised in the Chartered Institute of Personnel and Development (CIPD) Police Forum Best Practice Award in June 2007. These placements ensure the needs of communities are closely reflected in an officer's development at an early stage.



Our priorities 2008/09

Making best use of our resources

Procurement

We have a transparent, open and fair procurement process that complies with Local Government and Competition Acts as well as European Union Procurement Directives. The Kent Police Authority and the Chief Constable are jointly responsible for ensuring that the supply of all goods and services are produced in the most cost effective manner to meet the operational policing needs of Kent Police. Being cost effective does not necessarily mean choosing the cheapest option and a balance between cost and equality is maintained. The purchase (and disposal) of all goods and services acquired by Kent Police and Kent Police Authority will take into account the environmental impact, wherever practicable.

The transfer of staff to the North Kent private finance initiative during the course of 2008/09 will comply with the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) 1981 as amended.

Workforce by gender and ethnicity

We value a diverse workforce and our aims to recruit more female officers and visibly minority ethnic officers have proved successful but there is more to do. In particular we aim to increase the number of police staff from minority ethnic groups to 86 by March 2009.

Number of police officers and staff (as FTEs) by ethnicity and gender

	White			Minority ethnic		
	Male	Female	Total	Male	Female	Total
Police officers	2741.8	898.3	3640.1	57.0	15.0	72.0
Police staff	1190.5	1649.8	2840.3	34.5	39.9	74.7

The Independent Review of Policing and the Government Green Paper

Reducing the burden of unnecessary bureaucracy on officers is essential if we are to create an environment where officers and staff have an opportunity to maximise their presence and service to local communities. This is a key theme reflected in Sir Ronnie Flanagan's Independent Review of Policing. In relation to reducing bureaucracy the review recommends that:

- action should be taken to reduce the amount of information recorded for many crimes,
- the stop and account process be overhauled so that the form completed by officers is replaced with a 'receipt' of the encounter,
- standardised forms should be adopted across the police service.

Our priorities 2008/09

Making best use of our resources

We cannot, however, rely solely on national innovations to remove all of the local barriers in reducing bureaucracy. Our own 'Blueprint for Success' project has identified a number of bureaucratic processes that are now subject to a series of recommendations being adopted throughout the Force on issues such as deployment, the vehicle fleet, criminal justice processes and a number of other areas where our own staff have indicated opportunities for improvement. These opportunities, coupled with those made at a national level by Sir Ronnie Flanagan, will serve to ensure a comprehensive approach to reducing bureaucracy.

The Home Office is to publish a Police Green Paper in spring 2008 which will outline a strategic vision for delivering genuine improvements in police performance.

The Green Paper will explore the progress to date in achieving the Government's aims for police reform, and focus on areas that will best deliver the ongoing agenda. It will build on the findings of the Independent Review of Policing by Sir Ronnie Flanagan, which has made recommendations around attitudes to risk; reducing bureaucracy; neighbourhood policing; local performance and accountability; developing the police workforce; freeing up space; delivering in partnership and involving local people.

The Green Paper will specifically focus on:

- getting the best use from resources and capacity,
- effective leadership and governance,
- clear, effective performance machinery;
- clarity and co-operation over competing demands.

We will seize any opportunities contained within the Green Paper and Sir Ronnie Flanagan's Review, both important national documents, to make further improvements locally.

Environmental Strategy

Kent Police and Kent Police Authority recognises their responsibility to protect the environment and are committed to embedding environmental considerations into everyday decision-making.

Underpinning our commitment is an Environmental Strategy that seeks to minimise any adverse environmental impact arising as a result of the Force performing its duties. The Strategy assists us to:

- comply with environment legislation,
- consider opportunities to improve sustainability,
- increase the awareness of our employees of policies and responsibilities,
- work with our partners,
- utilise 'eco-friendly' products where financial constraints allow.

Our priorities 2008/09

Making best use of our resources

Our commitment is already being demonstrated in many ways. Medway Police Station has purpose built, dedicated bicycle parking and reserved car parking bays for car sharing, both supporting green travel whilst the new police station under construction at Northfleet has a geo-thermal heating/cooling system. At Force Headquarters in Maidstone waste is separated in order that it can be recycled.

We aim to reduce the Carbon Footprint of the Force fleet by 16% on the 2007/08 figure by April 2011. This will equate to a reduction of 0.7 million kilograms of CO2 and is in advance of the latest European targets on CO2 emissions. In addition we aim to be less dependent on the use of private vehicles for Force business, reducing these emissions by 20 per cent.

We will deliver this by:

- introducing Journey Data Recorders that will improve driver behaviour,
- moving towards a diesel fleet for our emergency response and dog vehicles,
- introducing fuel efficient driving techniques,
- removing older less fuel efficient vehicles from our fleet,
- reduce the number of private vehicles used on Force business through the introduction of video conferencing and greater dependency on more fuel efficient lease and hire vehicles.

Increasing the availability of frontline officers and staff

Measurement	Target 2008/09	Baseline
Percentage of time spent working in the community by uniformed officers and PCSOs as measured by the Kent Activity Analysis Survey	Increase to 57.4%	54.7%

Availability of frontline officers and staff

Kent Police have always performed extremely well when compared to other forces for the number of resources deployed on the frontline. We recognise though, a need to do better. We have included a challenging target that will seek to increase the visibility of uniformed officers and PCSOs in the community. We will also review a number of working practices that may 'free up' resources for patrol and emergency response.

The Special Constabulary

The Special Constabulary is staffed by part-time volunteer officers drawn from across the community, who work alongside, and have the same powers, as our regular officers. By making a commitment of as little as four hours a week our 'Specials' make a real difference to their communities.

Our priorities 2008/09

Making best use of our resources

We are continuing to work hard to recruit Specials because we understand just how important they are in helping us to provide an efficient, professional and cost effective police service to the people of Kent and to the achievement of our goals. To do this we are running recruitment campaigns and engaging with outside agencies such as Kent County Council and Medway Unitary Authority, local employers and colleges of further education and universities as well as with our own police staff employees.

Kent Police Community Safety Accreditation Scheme

This scheme allows organisations that are involved in community safety or in assisting the police to tackle anti-social behaviour to apply to the Chief Constable for accreditation under the Police Reform Act 2002.

Subject to the employer and employees meeting the required standards as laid down within the scheme, the Chief Constable can accredit the employees with a range of powers that complement the powers designated to Police Community Support Officers. To date wardens have been accredited from Kent County Council, Medway Unitary Authority, Swale District Council and Tunbridge Wells Borough Council. Other persons that have been accredited in Kent include: Kent County Council Trading Standards Officers, Kent County Council Highways Inspectors and the Vehicle and Operator Services Agency Officers. Over the coming year we aim to further integrate accredited persons into neighbourhood policing in support of frontline police officers.

Increasing our capacity to handle demand

Measurement	Target 2008/09	Baseline
The number of Organisational Support Reviews carried out in conjunction with Essex Police	7	N/A

Collaboration

Kent Police continue to explore the potential for working in partnership with the aim of finding ways to increase our capacity and capability, reduce risk, increase resilience and make efficiency and cashable savings.

All partnership arrangements are considered, however, Kent Police and Kent Police Authority have entered into a formal partnership with Essex Police and Essex Police Authority as a preferred partner, in order to work together to release savings for reinvestment.

Kent Police are committed to the local delivery of policing, but we recognise that there are services which can be delivered more effectively by working together to achieve greater economies of scale. This will allow us to maintain our frontline service delivery at a time when there is no growth in police budgets nationally.

Our priorities 2008/09

Making best use of our resources

In recognition of the opportunities and service improvements we believe can be achieved through collaboration we bid to the Home Office in 2007 to become a Demonstrator Site with Essex Police. We were successful in gaining £500,000 to lead the way nationally in breaking new ground in how the police service is configured to better manage demand, reduce risk to the public, reduce overhead costs, and ultimately ensure all possible resources are invested in frontline operational policing.

We have a major change programme underway with Essex to deliver this. Over the next two years we will work together on an agreed programme of work designed to meet these aims. This programme includes developments in our Protective Services and support departments as well as understanding how to overcome our differences, for example IT systems.



In particular we are exploring three areas of collaborative work:

- Operation ForeFront represents innovative cross border working that seeks to offer greater protection across our coastlines and provide enhanced support services to frontline staff. We will be changing our structures and working practices to enhance the way we police our ports and airports and patrol the Thames Estuary. We are joining up our back-office intelligence and response using Automatic Number Plate Recognition (ANPR), particularly around the Dartford River Crossing. Lastly we will be adding the search and intelligence capability provided by an Air Support Service by expanding the geographic coverage of the Essex helicopter into Kent;
- Sharing specialist resources occurs in all forces during times of emergency under mutual aid arrangements. We have put in place more formal arrangements for the routine sharing of staff to investigate major crimes, and equipment in order to make the best use of expensive assets. We will be developing these arrangements in other specialist areas throughout the year;
- Organisational Support Reviews will take place during the year across support functions in Kent and Essex. These reviews will fundamentally challenge the way non-frontline services are delivered to both forces and propose new ways of delivering them.

Reporting our finances and performance

Finance

The Kent Police Authority has set a budget of £266.8 million to pay for policing in Kent and Medway in 2008/09. Part of this budget will help Kent Police to continue to invest in neighbourhood policing and tackling major and serious crime.

Kent Police budget by broad subject area

	2007/8 £'000	2008/9 £'000
Police pay	156,565	160,341
Police pensions	32,151	32,682
Support staff	77,669	82,861
Other expenditure	50,011	48,629
Gross revenue budget	316,396	324,513
Income from other sources	-58,484	-57,694
Budget requirement	257,912	266,818

Kent Police budget by policing activity

	2008/9 £'000
Crime	
Reducing Crime	16,570
Investigating Crime	115,293
Policing in the Community	
Promoting Public Safety	99,908
Assistance to the Public	33,671
Other	1,376
Budget requirement	266,818

Reporting our finances and performance

Kent Police budget by directorate

	2008/9 £'000
Local policing	162,106
Area Operations	15,252
Specialist Operations	53,802
Force Communication Centre	18,361
Organisational Management	8,188
Kent Police College	15,899
Information Services	11,398
Finance and Administration	-24,310
General ³	5,959
Seconded Officers	-26
Police Federation	189
Budget requirement	266,818
Kent Police Authority Budget	1,090

Continuous improvement programme

While legislative changes stemming from the 2006 Police and Justice Act saw the removal of some best value requirements, the fundamental duty of the Police Authority in securing continuous improvement remains unchanged.

The duty of best value is being actively discharged by the Force and Authority through a comprehensive continuous improvement programme that consists of several complementary review strands including business improvement reviews, post implementation reviews and evaluations, and performance and operational reviews.

Our Continuous Improvement Programme spans four years with topics selected in consultation with the Police Authority. The emphasis of the programme is upon service improvement, cost and efficiency, and the quality of the service we provide.

³ This includes unallocated growth and pensions for example.

Reporting our finances and performance

2008/09	Confidence, perceptions and user satisfaction
	Crime/intelligence analytical support
	Diversity
	Performance management
2009/10	Intelligence led policing
	Partnership working
2010/11	Information Technology
	Integration of Human Resources function

Our Post Implementation Reviews evaluate projects according to their aims and objectives and the delivery of benefits. This allows us to identify strengths and lessons learnt in order to inform subsequent work and secure continuous improvement. Reviews include a wide range of projects from new buildings to the use of new and more advanced technology.

Performance and Operational Reviews focus on geographical areas and particular themes concerning operational policing within Kent and Medway. These can be relatively broad or take a narrower focus examining the subject matter in greater depth. We have a dedicated team whose role it is to carry out inspections and reviews within Kent Police. They ensure that high standards are set and maintained across all areas of Kent Police. The team identify areas for improvement, which are closely monitored, as well as sharing good practice across the organisation.

The relationship between the different strands of our Continuous Improvement Programme is crucial in order to reduce possible overlap. The programme also takes account of external and wider inspection activity, such as Baseline Assessment, in order to ensure the greatest overall benefit is achieved from the programme.

Reporting our finances and performance

How we have been doing

Just like other public services – including schools, hospitals and local authorities – our performance is regularly assessed, inspected and audited. Police performance is compared to other similar forces elsewhere in the country. This is so you can get an idea of how we are performing in our main areas of business compared to those forces in the country that face similar demands to us. The table shows how Kent Police performed as a force in 2006/07.

Performance area	Grade awarded	Improved, stable or deteriorated since last year
Tackling crime	Good	Improved
Serious Crime and Public Protection	Good	N/A
Protecting Vulnerable People	Fair	N/A
Satisfaction and Fairness	Fair	Stable
Implementation of Neighbourhood Policing	Fair	N/A
Other local policing priorities	Good	N/A
Resources and Efficiency	Good	Improved

The grades compare our performance with other similar forces (peers) and are defined as follows:

- **Excellent** – performing significantly better than our peers,
- **Good** - performing better than our peers,
- **Fair** - performing at a satisfactory level and similar to our peers,
- **Poor** - performing worse than our peers and below the required standard.

'**Improved**', '**stable**' and '**deteriorated**' reflect our performance compared with the previous year and can only be awarded for those areas that have been assessed consistently over two years.

Several areas that were inspected in 2006/07 had not been inspected previously. In three areas we were shown to be performing at a satisfactory level similar to our peers and in four areas we were performing at a higher level than our most similar forces and above a satisfactory standard. These assessments provide a high level overview of different aspects of our performance. For more information about how these assessments are arrived at go to www.kent.police.uk

Audit and inspection

Our performance is assessed in a variety of ways by a number of different organisations. Her Majesty's Inspectorate of Constabularies (HMIC) conducts a number of risk-based inspections each year, which focus on particular high-risk areas of policing. Recommendations from these inspections are actively taken forward and monitored through to completion by our dedicated inspection and review team.

Reporting our finances and performance

HMIC Neighbourhood Policing

The Force was graded as 'fair' for the continuing implementation of neighbourhood policing. This is the same grade we received in the previous year with progress continuing. HMIC commented that 'Many important initiatives are being progressed meaningfully and at speed' with neighbourhood policing 'Becoming culturally embedded within the force'.

In order to complete full implementation across Kent and Medway by April 2008, a Change Plan is in place, which brings together recommendations from HMIC and NPIA. This also includes regular internal assessments of where we need to target our effort to ensure that neighbourhood policing is fully embedded in Kent and Medway.

HMIC performance management

The Force was graded as 'good' and achieved a significant improvement compared to the previous year. This was recognised by HMIC who commented that, 'Following the HMIC Baseline inspection of 2006 the Force has invested considerable effort in improving its performance management framework and this has clearly paid dividends. With in excess of 45 strengths identified by the inspection team, this report demonstrates how the Force has embraced a new culture of supportive yet intrusive management'.

'Partnership arrangements are noticeably strong in Kent, with the local policing agreements between police and local authorities bearing testament to established working relationships. CDRP requirements are discharged effectively with clear evidence of joint protocols, shared targets and effective information exchange'.

While a lot has already been achieved, this represents an area where new initiatives are continually being developed to improve and refine our performance management framework, including the use of a Balanced Scorecard for each policing area.

HMIC protecting vulnerable people

Overall, the Force was graded as 'fair' for Protecting Vulnerable People which is the same grade we received in the previous year. HMIC assessed four specific investigation areas and awarded grades for each: Child abuse 'fair'; Domestic violence 'fair'; Missing Persons 'good'; Public Protection 'fair'.

HMIC recognised the strength and value of our partnership arrangements, 'The multi agency partnership arrangements within Kent are very strong'. They also commented positively on our plans for further development in the coming year, which focus on additional training and supervision. As part of this development we continue to seek further investment in order to ensure that we offer the best possible protection to the public and respond proactively to the risks posed.

Reporting our finances and performance

Data quality audits

Assessments of the quality and integrity of our data are made by the Home Office, HMIC and the Audit Commission. Several were conducted during 2006/07 with these showing that the quality and integrity of our data are extremely high.

HMIC Crime Recording Review

The integrity of our crime recording is of the utmost importance to us as our performance data are derived from this source. The Force achieved a 'good' grade for corporate arrangements for data quality, which is stable compared to the previous year. For the quality of our data we were once again rated as 'excellent' which represents the highest possible grade.

HMIC Forensic Data Quality Audit

HMIC inspected five areas of Forensic data and graded three as 'excellent', one as 'good' and one as 'fair'. The Force achieved a grade of 'excellent' for data quality with HMIC commenting that 'The excellent data accuracy is reinforced by a robust audit regime'.

HMIC User Satisfaction Audit

For all aspects of our surveys, which ask victims how they rate the service they receive from us after reporting a crime, we were assessed as 'excellent'.

HMIC Detections Audit

For both management arrangements and data testing HMIC graded the Force as 'fair'. Since the inspection we have already made a great deal of progress by not only advancing all HMIC's recommendations but radically changing our internal audit processes in order to significantly increase the accuracy and quality of our data.

HMIC Domestic Violence Audit

For management arrangements the Force was graded 'good' and for data quality 'excellent'.

HMIC Stop and Search Audit

For management arrangements the Force was graded 'good' and for data quality 'excellent'.

Audit Commission Police Use of Resources (PURE) Assessment

This audit concentrates on Financial Reporting, Financial Management, Financial Standing, Internal Control and Value for Money. In previous years the Force has achieved an overall score of 3 (consistently above minimum requirement – performing well).

Reporting our finances and performance

Statutory Performance indicators

The following tables show how we have been performing against nationally set measures of performance. Each police force in England and Wales is measured in the same way. The latest data available (April to December 2007) have been provided compared to the same period in 2006.

Statutory performance indicators		Apr 2006 - Dec 2006	Apr 2007 - Dec 2007
Citizen focus			
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>making contact with the police</i> .	92.0% ¹	91.8% ²
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>action taken by the police</i> .	76.7% ¹	76.8% ²
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>being kept informed of the progress</i> .	66.2% ¹	66.0% ²
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>their treatment by staff</i> .	90.8% ¹	90.4% ²
SPI 1e	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>the overall service provided</i> .	80.3% ¹	81.0% ²
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good or excellent job.	45.1% ³	47.4% ⁴
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided.	68.2% ¹	72.7% ²
SPI 3b	Comparison of satisfaction for white users and users from visible minority ethnic groups with respect to the overall service provided. a) of users from minority ethnic groups, the percentage satisfied, b) of white users, the percentage satisfied.	a) 77.2% ¹ b) 77.7% ¹	a) 76.1% ² b) 79.9% ²
SPI 3c	Percentage of PACE searches, which lead to arrest by ethnicity of the person searched.	12.9% Ethnic Minority 9.5% White	14.7% Ethnic Minority 10.5% White
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.	34.2% Ethnic Minority 37.2% White	40.5% Ethnic Minority 40.9% White
SPI 3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	1.3% : 3.6%	4.3% : 3.6%
SPI 3g	Percentage of female police officers compared to overall force strength.	24.5%	25.1%
Reducing crime			
SPI 4a	Using the British Crime Survey the risk of personal crime.	7.8% ³	6.7% ⁴
SPI 4b	Using the British Crime Survey the risk of household crime.	22.0% ³	18.8% ⁴
SPI 5b	Violent crime per 1,000 population.	14.8	13.2
SPI 5e	Life threatening crime and gun crime per 1,000 population.	0.4	0.3
SPI 5f	Acquisitive crime per 1,000 population.	14.6	12.7
Investigating crime			
SPI 6b	Percentage of offences brought to justice.	24.0% ⁵	28.8% ⁶
SPI 7a	Percentage of notifiable offences resulting in a sanction detection.	23.9%	28.1%
SPI 8a	Percentage of domestic violence incidents where an arrest was made related to the incident.	31.6%	31.3%
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population.	£1,904.11	£1,460.70

Reporting our finances and performance

Statutory performance indicators		April 2006 - Dec 2006	April 2007 - Dec 2007
Investigating crime			
SPI 6b	Percentage of offences brought to justice.	24.0% ⁵	28.8% ⁶
SPI 7a	Percentage of notifiable offences resulting in a sanction detection.	23.9%	28.1%
SPI 8a	Percentage of domestic violence incidents where an arrest was made related to the incident.	31.6%	31.3%
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population.	£1,904.11	£1,460.70
Promoting public safety			
SPI 9a	Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.	3.6	3.7
SPI 10a	Using the British Crime Survey, Fear of crime. a) Percentage very worried about burglary, b) Percentage with high level of worry about car crime, c) Percentage with high level of worry about violent crime.	a) 11.1% ³ b) 13.5% ³ c) 16.9% ³	a) 12.4% ⁴ b) 11.2% ⁴ c) 15.3% ⁴
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour. Percentage with high levels of perceived anti-social behaviour.	16.9% ³	17.1% ⁴
SPI 10c	Using the British Crime Survey, perceptions of local drug use/drug dealing. Percentage who perceive that people using or dealing drugs are a problem in their local area.	22.4% ³	23.7% ⁴
Providing assistance			
SPI 11a	The percentage of police officer time spent on frontline duties.	67.6% ⁷	70.1% ⁸
Resource use			
SPI 12a	Delivery of cashable and non-cashable efficiency targets.	3.1% Cashable 6.8% Non-cashable ⁸	Not available
SPI 13a	Percentage of working hours lost due to sickness for police officers.	4.1%	3.9%
SPI 13b	Percentage of working hours lost due to sickness for police staff.	4.0%	4.1%

1. Data based on User Satisfaction Surveys conducted in 12 month period January to December 2006.
2. Data based on User Satisfaction Surveys conducted in 12 month period January to December 2007.
3. Data based on British Crime Surveys conducted in 12 month period October 2005 to September 2006.
4. Data based on British Crime Surveys conducted in 12 month period October 2006 to September 2007.
5. Data relates to the period April to September 2006.
6. Data relates to the period April to September 2007.
7. Data relates to the period April 2005 to March 2006.
8. Data relates to the period April 2006 to March 2007.

References

External documents

National Community Safety Plan 2008/11: www.homeoffice.gov.uk/documents/crime-strategy-07/

Public Service Agreements: www.hm-treasury.gov.uk/pbr_csr/pbr_csr07_index.cfm

The Kent Agreement: www.kent.gov.uk

The Medway Agreement: www.medway.gov.uk

National Crime Strategy: www.homeoffice.gov.uk/about-us/news/new-crime-strategy?version=1

Audit Commission Police use of resources 2006/07: <http://www.audit-commission.gov.uk/>

The Victims' Code of Practice: www.cjsonline.gov.uk/victim/coming_forward/your_rights/index.html

Witness Charter: www.cjsonline.gov.uk/the_cjs/whats_new/news-3251.html

Crime and Disorder Reduction Partnerships:
www.crimereduction.homeoffice.gov.uk/regions/regions06.htm

Stonewall Workplace Equality Index: www.stonewall.org.uk

Her Majesty's Inspectorate of Constabulary Inspection Reports:
www.inspectorates.homeoffice.gov.uk/hmic

Equality Standard for Local Government: www.idea.gov.uk/idk/core/page.do?pageId=5145192

Kent Police Authority: www.kentpa.kent.police.uk

'Simple, Speedy, Summary Justice' The Crown Prosecution Service and Her Majesty's Court Service:
www.cps.gov.uk

www.hmcourts-service.gov.uk

Association of Chief Police Officer's Youth Strategy: www.acpo.police.uk

Assessment of Policing and Community Safety: www.homeoffice.gov.uk

Force and authority documents

The following documents are internal Kent Police publications. Should you require further details please contact us at the following address:

Strategic Planning and Policy Unit, Corporate Development, Force Headquarters, Sutton Road, Maidstone, ME15 9BZ

References

Strategic Assessment and Control Strategy

Community Engagement Strategy

Roads Policing Strategy

Environmental Strategy

Rape and Serious Sexual Offences Strategy

The following can also be found on the Kent Police website: <http://www.kent.police.uk/>

Hate Crime Satisfaction Policy – Policy M62A

Rape and Serious Sexual Assault Policy – Policy M120

Race and Diversity Equality Strategy

References

Mapping of Kent Policing Plan 2008/11 to Home Office Policing Plan Regulations 2008

All police authorities in England and Wales are required to follow the Home Office Policing Plan Regulations 2008 in producing a Policing Plan as part of the Police and Justice Act 2006. The following table outlines how the Force and Authority have met this duty in producing our plan.

HO guidance ref and area	Policing Plan article reference	Page	Policing Plan objective reference
8a Collaboration	Collaboration	43-44	Increasing our capacity to handle demand
8b Resources, efficiency and productivity	Efficiency and productivity plan	38-39	Demonstrating increasing efficiency Increasing the availability of frontline officers and staff Increasing our capacity to handle demand
8c Inspection findings	Audit and Inspection Building our protective services capability	48-50 34-35	Building our Protective Services capability
8d Protective Services	Building our protective services capability	34-35	Building our Protective Services capability Protecting the public from high-risk offenders Targeting organised crime groups Making the roads safer
8e Local Area Agreements	The Kent Agreement The Medway Agreement	5 5	Not applicable
8f Workforce/ staffing matters	Human resources and training plan Procurement	40 40	Not applicable
9a Consultation	Consultation	19	Not applicable
9b Costing	Efficiency and Productivity Plan	38-39	Not applicable
9c Accessibility	The Force Communication Centre Neighbourhood Policing	21-22 30-31	Improving the quality of our interactions with the public Increasing the availability of frontline officers and staff
9d Reassurance and visibility	Neighbourhood Policing Availability of frontline officers and staff The Special Constabulary	30-31 42 43	Improving public confidence and victim satisfaction Improving the quality of our interactions with the public Increasing the availability of frontline officers and staff
9e Equality and human rights	Hate crime Promoting Equality and Diversity in Service Delivery and Employment	22-23 23	Ensuring equality and fairness
9f Quality of service commitment	Citizen focus Community engagement Victim code Witness charter The Kent Police standard	18 18 20 20 21	Improving public confidence and victim satisfaction Improving the quality of our interactions with the public Ensuring equality and fairness
14 Best value performance plans	Human resources and training plan Finance Continuous improvement programme Statutory Performance Indicators	40 45-46 46-48 51-52	Not applicable

Contact us

Joining Kent Police

A job with Kent Police will be interesting, challenging and varied. As well as becoming a police officer other roles include support staff such as crime scene investigators, detention officers, communications officers, management secretaries and tape summary typists or volunteer roles such as a Special Constable. For full details please visit the Kent Police website.

Getting in touch

In an emergency dial: 999

Ring this number if someone is in danger, there is an immediate risk of injury or a crime is in progress or about to happen.

For all non-emergencies: 101

Ring this number for non-emergencies, general enquiries, if you need advice or want to be transferred.

Kent CrimeStoppers: 0800 555 111

An independent UK-wide charity working to stop crime – make a call anonymously. Just tell us what you know, not who you are.

National domestic violence: 0808 2000 247

Fully trained workers provide confidential support, information and a listening ear.

Kent Homophobic incident reporting line: 0800 328 9162

If you have been subject to a homophobic or transphobic incident you can report it free and confidentially. All calls will be treated with sensitivity and discretion.

Kent Racial incident reporting line: 0800 138 1624

If you have been subject to a racial incident you can report it free and confidentially. All calls will be treated with sensitivity and discretion.

Details of your local police station can be found on the Kent Police website www.kent.police.uk or in your local telephone directory.

Feedback

To give any feedback on this plan, request additional copies or if you have any questions as a result of reading this Plan please:

- Email: Enquiries@kent.pnn.police.uk
- Write to Kent Police Authority, FREEPOST MA1410, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB