

Policing Kent 2007/10

Policing and Best
Value Plan



**Kent
Police**

Kent
Police
Authority



Our commitment to you

We are pleased to share with you our policing plan that outlines our priorities for this year as well as our longer-term goals over the next three years. This year's plan has a new look and feel and we hope this will be more informative.

In the past year we have faced unprecedented demand in terms of continuing to investigate the Tonbridge robbery, the largest cash robbery in British history. We have also seen a number of high profile investigations as well as a heightened counter terrorism alert. Throughout this our commitment to policing Kent and Medway has not changed.

From April 2006 we moved to six operational policing areas rather than nine, allowing more officers on the frontline. This is just one of a number of ways we have sought to work more efficiently in the face of growing demand.

We have made a commitment to have a named neighbourhood-policing officer in every neighbourhood by 2008. Once this rollout is complete we will have more localised police officers, police community support officers (PCSOs) and Special Constables than ever before. This will help us to further tackle crime and anti-social behaviour in communities, improving the quality of life for all.

By strengthening our protective services we will continue to fight the threat of terrorism and serious and organised crime, ensuring Kent and Medway remains a safe place to live, work and visit.

We remain committed to addressing both national and local priorities. Our three-year plan focuses on building **safer and more confident communities, a public centred service** and one that **ensures value for money** for the taxpayer. Undoubtedly 2007/08 will be another challenging year but, together with our partners, we will work to deliver the best possible policing for the people of Kent and Medway.



Chief Constable
Michael Fuller



Chair of the Kent Police Authority
Ann Barnes

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Introduction

Our long-term priorities

In 2007 Kent Police celebrated its 150th Anniversary. That is something that Kent Police officers and staff, both past and present, together with the people of Kent and Medway, can be rightly proud of.

Policing has changed beyond recognition during this time. Our anniversary reminds us that to continue to deliver effective policing we must be willing to change what we do and how we do it when faced with new and difficult challenges.

Today, those challenges are very real. A person's safety, and feelings of safety, can be affected by anti-social behaviour through to international terrorism, burglary or car theft. An effective police service must be able to meet a range of challenges and deliver a high quality customer service to every individual who uses it, at a cost that delivers value for money for the taxpayer.



We have listened to public views and government priorities, and shaped our long-term priorities around these. We are committed during the next three years to **building safer and more confident communities, to be people centred in our service delivery** and to **ensure value for money**.

Two main areas will help to underpin our long-term priorities. The first is the continued rollout of **neighbourhood policing** across the county. Through the recruitment of more police community support officers and more police officers we will deliver neighbourhood-policing teams to every neighbourhood by April 2008. There will be specialised teams specifically focusing on local needs - a true community resource. These teams will tackle low-level crime and anti-social behaviour, and form the bedrock of our work to ensure that communities are safer. Neighbourhood policing in Kent will not just be about more officers on the street, but about local communities coming together, working with the police and local partners to find solutions to local problems.

Our main focus will also be to improve our **protective services**. This involves police work unseen by the public that provides vital protection against serious and organised crime, terrorism and domestic extremism. The government expect police forces and authorities to provide more resources and work with other police forces where necessary to enhance protective services. Kent Police and Kent Police Authority are working to achieve this.

These two key areas will mark the success of our three-year strategy, and we are committed to delivering them for the people of Kent and Medway.

Introduction

Policing Kent and Medway

Our position as the gateway to Europe makes the county a unique place to police. Kent and Medway has a population of around 1.6 million people with three quarters living in urban areas. Some 100,000 people work in London and commute on a daily basis.

The demand for more and improved police services increases each year. To manage these demands Kent and Medway is divided into six areas. A chief superintendent commands each area and 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.

Work at police headquarters reinforces and supports area policing work, for example staff training, the force communications centre, our forensic service and units in our specialist operations team.

Kent's special branch is the second largest in England and Wales and plays a significant role in combating terrorism and immigration crime.

Giving you the best possible policing – Kent Police Authority

The Kent Police Authority (KPA) oversees the policing of Kent and Medway and is one of 43 police authorities in England and Wales. The authority is an independent body made up of a mix of local people who represent the public. The KPA has 17 members:

- nine elected councillors (seven from Kent County Council, two from Medway Council),
- three magistrates,
- five independent local people.

What they do:

- make sure Kent Police is efficient and effective,
- consult with local people about what they want the police to do,
- set targets and objectives to improve police performance,
- set the policing budget and decide how much council tax payers pay for policing,
- appoint the Chief Constable.

Contact us: The authority holds a number of public meetings throughout the year. If you would like to find out more then please visit our website www.kentpa.kent.police.uk or alternatively call **01622 677 055**.



Introduction

Working with our partners

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

The Kent Agreement

Kent was one of the first areas to agree a Local Area Agreement (LAA). It is designed to underpin the relationships and partnerships needed to deliver the county's key priorities and sets out what must be done to deliver them. The LAA was signed in July 2005 and is due to run until March 2008.

The Kent Agreement consists of 18 outcomes that have been agreed in partnership. It consists of four blocks and Kent Police is the lead on the 'Safer and Stronger Communities' block.

It aims to:

- make Kent a safer place in which to work, live and travel,
- reduce crime by four percent,
- reduce the harm caused by substance misuse (especially alcohol and drugs), including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System,
- reassure the public by reducing fear of crime and anti-social behaviour and by improving public confidence in the criminal justice system,
- create cleaner and greener public spaces.

The Medway Agreement

In a similar way Kent Police is leading on one of four work streams within the Medway Local Area Agreement (LAA).

The Local Area Agreement is based on local sustainable community strategies and sets out the priorities for Medway. The LAA will run from April 2007 until March 2010.

Key outcomes of the agreement include:

- reducing overall crime,
- reducing the proportion of adult and young re-offending,
- reassuring the public and reducing the fear of crime,
- reducing the public's perception of drug dealing and drug use,
- building respect in communities and reducing anti-social behaviour.

In addition there are targets relating to fire safety, safer public spaces and targets to improve quality of life for Medway residents.



Introduction

Our plan – your plan

Underneath each of our long-term priorities we have set three objectives that will help us to deliver our priorities. Several of the objectives in this year's plan have been directly influenced by what the public have told us. Anti-social behaviour and crime in local neighbourhoods are key issues. As a result we have set a target to reduce crime and the number of people who think anti-social behaviour is a problem where they live. Not only will we tackle **crime** and **anti-social behaviour** but we will work to help you feel safer.

Our **neighbourhood policing** programme will ensure you can access us when you need to. We will measure how effectively we engage with you. We aim to improve what you think of us by further improving the service we deliver, in particular the **action we take** when dealing with a crime.

Most of the targets in this plan have a target date of March 2008. However, a number are more long-term and have target dates set a year later in March 2009. These have been highlighted throughout the plan using colour-coded boxes.

Our plan also takes into consideration targets we share with partners such as Kent County Council and Medway Council. We also recognise Home Office national policing priorities detailed in the latest Community Safety Plan. We aim to deliver each of these and key actions for the police, which underpin them.

To find out more about the National Community Safety Plan visit:

<http://police.homeoffice.gov.uk/news-and-publications/publication/national-policing-plan/national-community-safety>

**Target
2007/08**

Increase
confidence in Kent
Police to 61%

**Target
2007/09**

Increase the number
of people who think
Kent Police work
closely with their
community to 61%

Introduction

This year's national policing priorities

Each year the government publishes national policing priorities for the next three years. The five key national priorities for this year are:

- **Reduce overall crime** by focusing on more serious violent crime; drug-related crime and alcohol-related crime and disorder;
- Introduce dedicated, visible, responsive, and accountable **neighbourhood policing** teams in every area by April 2008; working in close collaboration with local government and other community safety partners; whilst **reducing** the public perception of **anti-social behaviour**;
- Continue to bring **offences to justice** in partnership with other Criminal Justice Agencies through improved performance on **sanction detections** (a crime where the offender is charged, cautioned, has the offence taken into consideration by a court or is issued a fixed penalty notice);
- Strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by **tackling serious and organised crime**; and
- Protect the country from both **terrorism** and extremism.



Introduction

Our priorities and targets 2007/2010

Priority	Objective	Measurement	Target	Date
1. To build safer and more confident communities	1.1 Tackling crime and the fear of crime	Level of crime as measured by the Kent Crime and Victimization Survey (KCVS), compared with a baseline of 2005/06	Reduce crime by 4%	March 2008
		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 26%	March 2008
		The number of offences brought to justice	Bring at least 34,324 offences to justice	March 2008
		Number of crimes in the night time economy	No more than 8,399 crimes in Kent	March 2008
			No more than 1,792 crimes in Medway	
		The proportion of people who think that Kent Police do an excellent or good job as measured by the KCVS	Increase to 61%	March 2008
		Percentage of people who are worried about being the victim of four crime types as measured by the KCVS	Reduce to 40% in Kent	March 2009
	Reduce to 52% in Medway			
	1.2 Tackling anti-social behaviour and perceptions of anti-social behaviour	Criminal damage as measured by recorded crime	Reduce by 0.75 (minimum target) ¹	March 2008
			Reduce by 1.5% (stretch target) ¹	
		Percentage of people who perceive six types of anti-social behaviour to be a problem in their local area as measured by the KCVS	Reduce to 19% in Kent	March 2008
			Reduce to 28.5% in Medway	
	1.3 Protecting against serious and organised crime	Number of organised crime enterprises dismantled	51 dismantled (minimum target) ¹	March 2008
			61 dismantled (stretch target) ¹	
		Total value of criminal confiscation orders	£2.3m	March 2008
Number (volume) of criminal confiscation orders		Achieve 82	March 2008	

Introduction

Our priorities and targets 2007/2010

Priority	Objective	Measurement	Target	Date		
2. To be people centred in our service delivery	2.1 Engaging communities	The percentage of people who think that Kent Police work closely with their local community as measured by the Kent Crime Victimization Survey	Increase to 58% (minimum target) ¹	March 2008		
			Increase to 59% (stretch target) ¹	March 2008		
			Increase to 61%	March 2009		
	2.2 Being accessible and responsive	Satisfaction of victims with respect to action taken by Kent Police	Percentage of neighbourhood policing implementation criteria achieved	Increase to 79%	March 2008	
				100% of criteria	March 2008	
				National call handling standard for improved incident handling efficiency	90% of all external emergency calls (999) to be answered within 10 seconds	March 2008
					90% of all switchboard calls (non 999) to be answered within 30 seconds	March 2008
					90% of non-emergency calls transferred from the switchboard to the Public Call Handling group (primary group) to be answered within 30 seconds	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	March 2009
					90% of calls received at the switchboard, identified as an emergency and transferred to emergency call handling group (999) to be answered within 10 seconds	March 2008
					2.3 Ensuring equality and fairness	Satisfaction of victims of racist incidents with respect to the overall service provided
	The number of police officers from minority ethnic groups	Increase to 90 police officers	March 2008			
	The number of police staff from minority ethnic groups	Increase to 86 police staff	March 2009			

Introduction

Our priorities and targets 2007/2010

Priority	Objective	Measurement	Target	Date
3. To ensure value for money	3.1 Demonstrating increasing efficiency	The average number of working hours lost through sickness per year for police officers	64 hours 0 minutes	March 2008
		The average number of working hours lost through sickness per year for police staff	66 hours 36 minutes	March 2008
		The value of cashable savings	Make £1.2m cashable savings.	March 2008
	3.2 Increasing availability of frontline officers and staff	The number of police officers (full time equivalent) abstracted from Basic Command Units to protective services (major crime)	Reduce by 40%	March 2008
	3.3 Increasing our capacity to handle demand	The average number (headcount) of Special Constables in 2007/08	Increase by 10% compared to average headcount for 2006/07	March 2008
		The number of volunteers	Increase to 100	March 2008

1. These targets are also agreed local domain indicators within the Police Performance Assessment Framework (PPAF). In accordance with the local domain guidance issued by the APA, HMIC, ACPO and Home Office we have identified minimum and stretch targets.

To build safer and more confident communities

Tackling crime and the fear of crime

This plan marks our commitment to not only continuing to fight crime but also to reducing the fear of crime as well. We are acutely aware that the fear of crime can often impact on a person's quality of life just as much as being the victim of crime can.

Reducing crimes

In 2007/08 we aim to reduce crime by four percent, which has been set as a target by the government. Our partnership and crime reduction unit looks for ways to reduce crime in Kent and Medway together with partners. Kent Police works with key agencies in each borough to reduce crime and improve community safety through 13 Crime and Disorder Reduction Partnerships (CDRPs).

Each CDRP is working to reduce crimes that occur most often and matter most to communities:

- criminal damage,
- thefts from vehicles,
- interfering with vehicles,
- assaults and harassment,
- theft from a person,
- other types of theft.

**Target
2007/08**

Reduce crime by
4%

We will work with partners such as the Kent Criminal Justice Board to prevent crime. When crimes are committed we will carry out an appropriate investigation to bring offences to justice and we will work to detect as many crimes as we can.

Fear of crime

Kent Police has one of the most advanced methods of finding out how the public feel about crime – the Kent Crime and Victimization Survey. We carry out 4,000 telephone interviews annually with the public of Kent and Medway.

We recognise the effect that the fear of crime can have on quality of life. In 2007 we aim to tackle this in a number of ways:

- by training staff to deliver a more people centred service,
- by investing in neighbourhood officers who will consult local people about their local problems,
- ensuring perception is improved through use of the local media.

**Target
2007/08**

Increase
confidence in Kent
Police to 61%

To build safer and more confident communities

Partnership working

Success in fighting crime requires the support and involvement of the public, private businesses, the public sector, voluntary organisations, charities, and action groups. We will continue to work with these groups to find solutions that reduce crime.

This has proved instrumental in developing effective partnership schemes such as the Kent Partnership that works to create safer communities.

Fighting drugs



Our drugs strategy focuses on reducing harm, targeting dealers, supporting young people and helping drug users receive treatment. Our specialist drugs officers supervise people given court orders requiring them to attend drug rehabilitation and support offenders who remain committed to no longer using drugs. Kent Police has taken the national lead on the use of trace-detection machines, which have revolutionised the way in which we deal with drug problems.

Drugs education also plays a key role in fighting drugs. A number of specialist officers work with colleagues from education and health to deliver drugs education in schools. Young people considered vulnerable to drugs or who have experimented with drugs are referred to our Drugs Intervention Support Programme (DISP).

The programme provides education sessions on drugs misuse with the aim of stopping these young people adopting a criminal lifestyle.

We remain committed to targeting all aspects of illegal drugs including drug dealers and those who commit crime to support their drug habit. In one drugs operation in January 2007 a total of 100 charges were brought against people following raids by police in North Kent.

We will continue to work closely with the Kent Drug and Alcohol Action Team, Medway's Community Safety Partnership as well as schools, businesses, licensed premises and communities.

**Target
2007/09**
Reduce the
number of people
worried about
crime to 40% in
Kent

**Target
2007/09**
Reduce the
number of people
worried about
crime to 52% in
Medway

To build safer and more confident communities

Bringing more offences to justice

**Target
2007/08**

Bring at least
34,324 offences to
justice

We have been successful in increasing the number of crimes that we detect. Our April to December 2006 figures show we detected 25.7 percent of all crimes. We will continue to improve on this in the next year by working closely with the Kent Criminal Justice Board and Crown Prosecution Service. Where appropriate we will use fixed penalty tickets e.g. for anti-social behaviour and speeding.

Our target for 2007/08 is to bring 34,324 offences to justice. We will aim to detect 26 percent of crime dealt with by a 'sanction detection' – a crime where the offender is charged, cautioned, has the offence taken into consideration by a court or is issued a fixed penalty notice.

Violent crime

**Target
2007/08**

Detect 26% of
crimes with a
sanction detection

Reducing violent crime is one of our key aims. However the term violent crime covers a wide range of different types of crime from harassment to murder.

Keeping public places safe

We are the first force in the country to use new portable metal-detecting scanners that detect people carrying knives and weapons. Kent Police currently has eight scanners that act as airport-style archway detectors. The equipment is being used across the county as part of the force's high visibility work at shopping centres, nightclubs and pubs.

Domestic violence

Around a fifth of reported violent crime is domestic violence. As work continues to improve confidence in reporting issues of domestic violence we expect more of these crimes to be reported. We are following the National Domestic Violence Delivery Plan and will train staff accordingly.

In 2007/08 we will work with partners such as the Kent and Medway Domestic Violence Strategy Group to pilot a specialist domestic violence court in Maidstone. As well as this we will develop a number of conferences aimed at providing guidance to potential high-risk victims.

To build safer and more confident communities

Alcohol-related crime

Tackling violence in public places is essential to providing a safe environment, in which people can work, shop and socialise.

Alcohol often plays a key role, which is why we target places and times when problems can occur. We gather intelligence to allow us to tackle the problem, often in close cooperation with partners such as the local councils and venue owners.

One successful scheme currently in place is Safer Socialising, now being implemented across the county. This has led to violent crime and anti-social behaviour falling. Venues that work with the police are rewarded with a Safer Socialising Award, which recognises their efforts and achievements.

This also helps customers to recognise those venues that have measures in place to make them safer. In North Kent a joint venture with the local council and taxi authority helps people get proper transport home and protects cab drivers.

This year we will:

- continue to promote Safer Socialising with our partners,
- work in partnership to target those who sell alcohol to children and drunks and publish the results,
- work in partnership and use a number of approaches to manage the night time economy including prevention measures and robust policing of problem areas,
- target young people drinking alcohol in public.

Target 2007/08

No more than
8,399 crimes in
the night time
economy in Kent

Target 2007/08

No more than
1,792 crimes in
the night time
economy in
Medway

To build safer and more confident communities

Computer crime

Computer technology touches almost all aspects of modern life. In a similar way it is connected to an increasingly large and wide range of crimes. To investigate this effectively Kent Police has one of the largest digital forensic units in the country whose role is to examine and capture evidence from a wide range of digital equipment.

We know from public consultation that the safety of young and vulnerable people on-line is a concern. Around 80 percent of the unit's work involves investigating web-based crimes including paedophilia.

Kent Police work with law enforcement agencies around the world to investigate offences. Last year, following a joint investigation with Canadian Police, a Canadian male was identified and charged with a number of offences including extortion and communicating with a minor for the purposes of child pornography. The case involved around 30 young girls from Kent.

Other investigations involving computer technology include document forgery, theft, murder, missing people, firearms and vehicle crime.



To build safer and more confident communities

Tackling anti-social behaviour and perceptions of anti-social behaviour

Anti-social behaviour

Kent Police has been at the forefront in developing partnerships to help reduce anti-social behaviour. A number of partners share information and co-ordinate resources, including Kent County Council, Medway Council, local authorities, the National Offender Management Service, Crown Prosecution Service, Kent Police, Kent Fire and Rescue Service and Kent Ambulance Trust.

We will continue to use anti-social behaviour orders (ASBOs) where appropriate. An ASBO protects the surrounding community from the actions of those who cause harassment, alarm or distress. In the past two years we have issued more than 200 ASBOs.

We have adopted a staged approach to dealing with nuisance behaviour as a problem gets worse. The stages are:

- personal advice visits,
- verbal warnings,
- written warnings,
- setting up voluntary Acceptable Behaviour Agreements,
- serving Fixed Penalty Notices,
- issuing Anti-Social Behaviour Orders (ASBOs).

In addition we have carried out:

- 60 dispersal orders, where groups who gather on the streets are asked to move on,
- 24 crack house closures enabling police to close-up buildings following drug activity.

**Target
2007/08**

Reduce criminal damage by 0.75%

**Target
2007/08**

Reduce the number of people who think ASB is a big problem in Kent to 19%

**Target
2007/08**

Reduce the number of people who think ASB is a big problem in Medway to 28.5%

To build safer and more confident communities

Protecting against serious and organised crime

Developing protective services

This year we are investing £2.4 million to enhance our protective services. These are more specialised areas of policing, located centrally and provide a service to the whole of Kent and Medway e.g. investigations around terrorism and murder. One of our objectives is to protect communities from organised crime enterprises without impacting on day-to-day policing.

We need an additional 112 staff to meet national standards for protective services. This will be a mixture of support staff and police officers of various ranks. Some 59 staff have been identified as being suitable for moving roles from within the force to protective services.

Major, Serious and Organised Crime

In 2007/08 we aim to recruit more specialist staff to ensure major crime enquires can be carried out without moving staff from local police stations. 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 own investigations.

We will work in partnership with the Serious and Organised Crime Agency and continue to target cross-border regional drug dealers.

Seizing criminal assets

Kent Police under the Proceeds of Crime Act 2002 are able to seize criminal assets and carry out restraint orders. This prevents the owner from being able to dispose of their asset, for example by selling their property. In 2007/08 we aim to increase the number of restraint orders to 82 and confiscate at least £2.3 million criminal assets.

**Target
2007/08**

Dismantle 51
organised crime
enterprises

**Target
2007/08**

Increase the value
of criminal
confiscation
orders to £2.3m

To build safer and more confident communities

Counter-terrorism and extremism

Kent officers working in Special Branch continue to protect our borders and use intelligence to target terrorists. We will:

- ensure we have plans to build trust and confidence with the public so they feel confident and share information to prevent terrorism;
- ensure high-priority areas, such as our ports, have a sufficient police presence and coverage to help prevent terrorism;
- strengthen border security, and make sure those that manage key areas in Kent and Medway are given advice on how to help prevent acts of terrorism;
- continue to make sure we have enough specially trained staff to deal with terrorism;
- target illegal activities of extremists who intimidate those involved in legitimate animal research and testing.

**Target
2007/08**
Increase the number of criminal confiscation orders to 82

Being prepared for a terrorist threat

When the government put the country on the highest national security alert last August, Kent Police was ready to respond. Fortunately there was no specific risk to the county, but every alert and incident allows the force to practice its major incident plan.

Organisations around Kent and Medway work closely together to prepare for major emergencies. Chief Constable Michael Fuller chairs the Kent Resilience Forum, the body that works to ensure emergency services, local authorities, the health service and other agencies respond effectively, work closely together and keep people in Kent informed.

To be people centred in our service delivery

Engaging communities

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. We are committed to providing a high quality 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.

Target 2007/08

Increase the number of victims satisfied with the action taken by Kent Police to 79%

Copies of the standard are available from the Kent Police website, local police stations or by telephoning 01622 652 323.

Listening to you

One of our key priorities is to be **people-centred in our service delivery**. We do this by listening to public views. Last year we carried out lots of different types of consultation and the results have helped to shape the priorities and objectives outlined in this plan.

The Kent Crime and Victimisation Survey is our biggest consultation exercise. We are 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 Kent. We ask 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 PCSOs and Community Wardens.

The results support our neighbourhood policing teams to identify key local issues or concerns such as anti-social behaviour. As a result we are able to target our resources and use them in the best way.

Target 2007/08

Increase the number of people who think Kent Police work closely with their community to 58%

Target 2007/09

Increase the number of people who think Kent Police work closely with their community to 61%

To be people centred in our service delivery

We also regularly carry out surveys with victims of burglary, violent crime, vehicle crime, road traffic collisions and racist incidents asking how satisfied they were with Kent Police. Within the last year we have also extended the survey to include victims of anti-social behaviour. This work allows us to identify how to improve and build upon the service we provide to victims of crime.

Our Citizens' Panel has been running for three years and continues to grow. We now have over 500 members. We regularly consult with them using surveys and focus groups concerning a variety of policing issues.

In January 2007 Kent and Medway Youth Safety Forum arranged the first ever youth 'Respect' academy in the United Kingdom. Around 250 pupils aged 14 to 18 attended the event from secondary schools across the County. The event provided an opportunity for Kent Police to talk face to face with young people on issues such as anti-social behaviour, policing their area and their perceptions of crime.

It also marked the launch of the Kent Police and Kent Police Authority Youth Panel. All attendees were asked if they would like to join. The panel will allow young people to tell us what they think about crime, community safety and the policing service provided to them and their community.

Setting our priorities and objectives

In November 2006 we consulted with members of our Citizens' Panel and our partners concerning our priorities. Surveys were sent to all members and our partners to gain their views on what our priorities and objectives should be. We held a workshop with Citizens' Panel members to examine this in more depth and explore reasons and issues behind this. The priorities and objectives set have been directly influenced by these results as well as the findings that have arisen from our other consultation activities. In particular the importance of tackling anti-social behaviour as well as crime, engaging communities and being accessible and responsive really stood out.

To be people centred in our service delivery

Working more with the community

We know how important it is to work with the community. We aim to deliver a police service that is genuinely committed to keeping the public at the core of what we do.

Training our staff to recognise the role they play in public-centred policing is crucial. To help deliver this training last year we interviewed members of the public on their experiences of Kent Police. We created a DVD that is now used to help train new recruits.

We recognise:

- the importance of our first contact with the public being a positive experience,
- work with the community should be on the public's terms not the police's,
- we need to see the views of everyone in the community, not just those that talk the loudest,
- after consulting with the public we need to feedback results.

The government's community focus

We will work with partners to deliver the government's five community safety themes:

- making communities stronger and more effective,
- further reducing crime and anti-social behaviour and building a culture of Respect,
- creating safer environments,
- protecting the public and building confidence,
- improving people's lives so they are less likely to commit offences or re-offend.

Creating safer neighbourhoods

We will have dedicated neighbourhood teams who work with the community to provide safer neighbourhoods, who are visible and accessible and know their community. We will do this by giving the public:

- access to policing or community safety services through a named point of contact,
- influence over community safety priorities in their neighbourhood through regular meetings,
- interventions – joint action with communities and partners to solve problems,
- answers – sustainable solutions to problems and feedback on results.

Neighbourhood policing teams will be deployed according to community intelligence and the priorities identified by our communities. An essential part of our neighbourhood policing delivery plan is the recruitment of police community support officers (PCSOs). We aim to have 382 PCSOs in place across Kent and Medway by June 2007.

To be people centred in our service delivery

How does neighbourhood policing work?

Neighbourhood policing consists of three parts:

- **Neighbourhood teams** - work with communities, identify neighbourhood priorities, find solutions and report back to the neighbourhoods.
- **Community safety units (working with partners)** - Community safety units consist of the police and local council staff, working together to tackle anti-social behaviour and helping to solve neighbourhood priorities. There are currently safety units in Canterbury, Thanet and Ashford with plans to create units in Dartford, Dover, Gravesham, Medway, Sevenoaks and Swale.
- **Neighbourhood task teams** - Neighbourhood task teams provide additional visible policing to specific locations when required. The teams support the dedicated neighbourhood teams to combat crime and quality of life issues.

**Target
2007/08**

100% of
neighbourhood
policing
implementation
criteria achieved

How will we know when neighbourhood policing works?

We will know when neighbourhood policing works because:

- there will be a reduction in crime and anti-social behaviour,
- feelings of safety and public confidence in the police will grow (measured using our surveys).

The 'Your Neighbourhood' service on the Kent Police website allows people to find out who their local officer is and how to contact them: www.kent.police.uk.

Policing Kent magazines

The Kent Police Authority has produced 13 policing magazines for each of the local council areas in Kent and Medway. The magazines are designed to inform the public on local policing and performance. Another edition will be produced in late 2007 with further details of local neighbourhood officers. Copies can be found at: www.kentpa.police.uk.



To be people centred in our service delivery

Being accessible and responsive

Making us more accessible

- In February 2007 we launched a new messaging system to keep all communities across the county informed about local crime and encourage them to tell us about suspicious activity in their area. Kent Community Messaging, a web based system, is the first of its kind in the country.
- Last year we updated the Kent Police website so that details of local neighbourhood officers can be found by inputting a postcode onto our website. We are aware that not everyone has access to the internet. In April 2007 we will distribute cards to every household in Kent and Medway detailing local neighbourhood officers.
- We will continue to use mobile police stations to visit areas around the county. Last year we purchased three more, giving people the chance to talk to the police on a regular basis. To find out when a mobile police station is visiting your area check the Kent Police website.
- In the past few years we have improved our front counters – making them more inviting to the public and improving access for those with disabilities. In 2007/08 we plan to upgrade counters at Maidstone, Sittingbourne, Margate and Gravesend.

In March 2007 we opened a new contact point in Strood. We have no plans to close any police stations in Kent and Medway in 2007/08. Wherever possible, we will provide police stations with a secure area, available 24 hours a day, where the public can obtain access to advice and report incidents.

Target 2007/08

90% of all external emergency calls (999) answered within 10 seconds

Target 2007/09

90% of non-emergency calls transferred from the switchboard to the Public Call Handling group (primary group) to be answered within 30 seconds

To be people centred in our service delivery

21st century police stations

Medway police station

This new £20million police station is a four-acre site providing some 7,000 square metres of purpose-designed accommodation for Medway's staff and officers. Features include a 40-cell custody suite and vulnerable victims unit. This replaces three ageing and inefficient buildings at Rochester, Chatham and Rainham.

The new building opened in December 2006 and occupies a gateway position in the Chatham maritime regeneration area. It will provide improved service levels for the public and a better working environment for police officers and staff.

The joint Kent Police and Medway Council contact point will still be located at 1-3 Station Road, Rainham.

Northfleet police station

A £30million new police station at Thamesway Northfleet is currently being built. This will serve as a new regional headquarters for North Kent, serving Dartford and Gravesham. The building will be equipped with state-of-the-art new facilities fit for 21st century policing.

This includes a 40-cell custody suite, a key element of the flagship development. Detailed work with the contractors and consultation with staff and officers will develop a building that meets policing needs.

Staff Transfers: Kent Police Authority and Kent Police must comply with the Code of Practice on workforce matters in local authority service contracts. This relates to individual contracts involving transfers of staff. We anticipate the transfer of staff to Thamesway to take place in 2008. Staff transfers will comply with the code.

Call handling

The telephone is one way we talk to the public. All calls are answered centrally at the Force Communications Centre. In 2007/08 will have set new call-handling targets to ensure a speedier telephone response to non-emergency incidents and crimes. We will maintain our target of answering 90% of emergency calls within 10 seconds.

Target 2007/08

90% of calls received at the switchboard, identified as an emergency and transferred to emergency call handling group (999) to be answered within 10 seconds

Target 2007/09

90% of non-emergency calls transferred from the switchboard to the Central Crime Recording Unit (primary group) to be answered within 30 seconds

Target 2007/08

90% of all switchboard calls (non 999) answered within 30 seconds

To be people centred in our service delivery

Ensuring equality and fairness

We want to meet the needs of everyone living, working and visiting Kent and Medway by providing an equal and fair service. We also want to provide a service, and working environment, that is free from discrimination, harassment, bullying, or victimisation.

We have recently launched a disability equality scheme with the aim of helping people with disabilities when they come into contact with us. The scheme will also provide a forum where people with disabilities can talk about the issues that concern them and how the force can improve the service it provides.

We are committed to making sure equality and fairness underpins all aspects of police work. Our commitment to diversity is not an 'added extra' to our services. It is a fundamental part of the way we operate. We want to become an organisation that others want to copy with regards to diversity.

We will:

- Provide high standards of service to everyone, regardless of background or personal or social circumstances;
- Value and respect the identity and culture of everyone and seek to reduce discrimination, harassment, bullying and victimisation;
- Treat everyone as individuals, without prejudice and support their rights to be different in their abilities, culture, values, lifestyles and beliefs;
- Create a reputation as a modern organisation that embraces cultural change by fostering open dialogue about our performance culture.

Target 2007/08

Increase the satisfaction of victims of racist incidents with the overall service to 80%

Target 2007/08

Increase the number of police officers from minority ethnic groups to 90

Target 2007/09

Increase the number of police staff from minority ethnic groups to 86

To be people centred in our service delivery

We have an action plan so that we can monitor the progress of actions in our diversity equality strategy.

Communities are encouraged to work with us and review our work. One way of doing this is by becoming involved in our Independent Advisory Group or a range of groups organised centrally and locally.

We have two consultation groups:

- Lesbian, Gay, Bisexual and Transgender (LGBT) consultation group,
- Minority ethnic consultation group.

If you would like to help improve the policing of your community, give feedback or raise concerns, this is your opportunity to help shape your police force. The groups meet four times a year with representatives from the community and the police. Contact diversity.team@kent.pnn.police.uk or telephone 01622 652 444 for details.

What we want to achieve

We aim to improve public trust and confidence in policing. This particularly applies to those who may feel vulnerable or isolated. In 2007/08 we aim to increase the satisfaction of victims of racist incidents in the service we provide.

We aim to employ, and develop, a workforce that reflects the diverse communities of Kent. We will ensure that staff are trained to recognise the value of diversity for policing and that managers are meeting the needs of a diverse workforce. In order to do this we will continue to increase the number of police officers and staff from minority ethnic groups.

To ensure value for money

Demonstrating increasing efficiency

Efficiency savings

The government has set targets for all police authorities to save three percent of their policing budget each year. These funds will then be reinvested into frontline policing. We exceeded three percent savings in 2006/07 and aim to do so again in 2007/08.

Several reviews are in progress across the force aimed at delivering an equal or better service for the same or less money. The best value review of support services covers delivery of finance and human resources functions. Part of this review involves maximising ways in which new technology can help. This will free up time for officers and staff and enable them to devote more time to frontline activities.

Investments in new technology will also enable us to work more efficiently. By keeping contracts with outside agencies under review we ensure we get best value for the public of Kent and Medway. For example, we have recently looked at our forensic analysis services and secured a contract that will save the force around £1.6m over the next five years.

Protecting the environment

Following research work with the Carbon Trust, Kent Police has pledged to significantly reduce energy use. We aim to cut carbon emissions from our buildings and vehicles by 20 percent by 2009, ahead of government targets. In addition, we are preparing a 'green travel plan' with initiatives such as car sharing.

Our staff have a say

A suggestion scheme was launched last year for staff and officers giving them an opportunity to have a say in how efficient we are and how the service we deliver could be improved. We have received over 170 suggestions to date, many with environmental themes. These suggestions will now be looked at and where possible implemented in 2007/08.

Target 2007/08

Make £1.2m
cashable savings

Target 2007/08

Reduce sickness of
police officers to 64
hours a year

Target 2007/08

Reduce sickness of
police staff to 66
hours 36 minutes a
year

To ensure value for money

Increasing availability of frontline officers and staff

We are committed to increasing the availability of frontline officers and staff. This will be achieved in a number of ways.

One such way is by investing in protective services so that when major crimes are committed there are sufficient specialist staff available centrally to deal with the investigations. By doing so we plan, in 2007/08 to reduce by 40% the number of staff taken from other frontline policing duties to investigate major crimes.

**Target
2007/08**
Reduce by 40% the numbers of staff taken from frontline policing to investigate major crimes.

Increasing our capacity to handle demand

The police service has seen a number of demands placed upon it in the past few years. Despite this the demand for annual savings continues. We must seek new and innovative ways of providing the service the public of Kent and Medway expect with increasingly tight resources.

We have been at the forefront of using police staff wherever appropriate to support police officers. This will continue. In addition we will continue to look at how technology can help to make us more efficient.

Collaboration – sharing resources

Kent Police will continue to explore the potential for working in partnership with other forces. We are currently looking at ways in which we can work with Essex Police in providing specialist and support services.

Joint working offers the potential to use resources more effectively, particularly at a time when there will be no growth in police budgets nationally.

Both forces will remain stand-alone strategic police forces and will maintain operational independence, remaining committed to effective local-level policing.

Playing a part

Police officers work closely with Special Constables, police community support officers and council community wardens to make Kent and Medway an even safer place. A growing number of our officers are now responsible for policing local neighbourhoods, working with others to tackle local problems. Police officers are specially trained to carry out their duty to enforce the law. Their warrant gives them the power to arrest people and maintain law and public order.

To ensure value for money

Police support staff. We have over 2,560 support staff (full time equivalent) helping to deliver policing in Kent and Medway. These include police community support officers (PSCOs). Last year we recruited over 160 PCSOs to help deliver a more neighbourhood-based police service. PCSOs offer a visible uniformed presence in neighbourhoods and allow more police officers to carry out frontline policing.

Special Constables. Kent Police is involved in a national drive to boost the number of Special Constables. By joining the Special Constabulary people can make a real difference in the community. 'Specials' are volunteers who have the same powers as our regular officers and work closely alongside them. A Special Constable requires a voluntary commitment of just four hours a week. We aim to increase the number of Specials working with Kent Police by 10 percent by March 2008.

**Target
2007/08**

Increase the number of Special Constables by 10%

Volunteers. Kent Police already benefits from the cooperation of a wide range of public volunteers in roles such as Neighbourhood Watch. In 2007/08 we will expand the roles of volunteers. Working with them to highlight crime prevention work in crime hotspot areas through distributing leaflets or updating victims of crime with progress reports. We aim to increase the number of volunteers working with Kent Police to 100 by March 2008.

**Target
2007/08**

Increase the number of volunteers to 100

Community Safety Accreditation Scheme. This scheme allows Kent Police to train staff from other organisations to have the same powers as police community support officers. We aim to extend the scheme during the next year helping to free up more police officer time on the frontline. To date wardens have been accredited from Kent County Council, Medway Council and Swale Borough Council.



Reporting our finances and performance

Finance

The Kent Police Authority has set a budget of £257.9 million to pay for policing in Kent and Medway in 2007/08. 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

	2006/7 £'000	2007/8 £'000
Police pay	150,005	156,565
Police pensions	29,577	32,151
Support staff	67,376	77,669
Other expenditure	53,188	50,011
Gross revenue budget	300,146	316,396
Income from other sources	-52,835	-58,484
Budget requirement	247,311	257,912

Kent Police budget by policing activity

	2007/8 £'000
Crime	
Reducing crime	15,977
Investigating crime	111,169
Policing in the community	
Promoting public safety	96,335
Assistance to the public	32,467
Other	1,327
Budget requirement	257,276

Reporting our finances and performance

Kent Police budget by directorate

	2006/7 £'000
Local policing	151,451
Area operations	16,544
Specialist operations	53,442
Force communications centre	16,004
Organisation and development	9,449
Kent Police College	15,398
Information services	11,557
Finance and administration	24,377
General	8,115
Seconded officers	78
Police Federation	251
	257,912

Business improvement and review programme

Police Authorities are no longer required to conduct best value reviews as a result of the Police and Criminal Justice Act 2006. However, the duty of securing continuous improvement remains, having regard to economy, efficiency and effectiveness. We have a four-year programme of business improvement reviews with topics selected in consultation with the Police Authority. The emphasis of the programme is upon service improvement, cost and efficiency.

2007	Crime/intelligence analytical activity and products
	Performance management
2008	Confidence, perceptions and user satisfaction
	Neighbourhood policing
	Diversity
2009	Partnership working
	Intelligence led policing
2010	Information technology
	Interrogation of Human Resources function

Reporting our finances and performance

In addition to the business improvement programme, reviews also include performance and operational, thematic and post implementation reviews. We have a dedicated team whose role is to carry out inspections within Kent Police. They ensure that high standards are set and maintained across all areas of Kent Police. The team will identify areas for improvement as well as sharing good practice across the organisation.

How we have been doing

Just like other public services – including schools, hospitals and local authorities – our performance is assessed. 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.

The table shows how Kent Police performed as a force in 2005/06.

Performance area	Grade awarded	Improved, stable or deteriorated since last year
Reducing crime	Fair	Deteriorated
Investigating crime	Good	Improved
Promoting public safety	Fair	Stable
Being responsive to the public and user satisfaction	Fair	Deteriorated
Providing assistance	Good	Stable
Using our resources	Excellent	Stable
Other local policing priorities	Fair	Stable

The grades are defined as follows:

Excellent – performing significantly better than our peers (most similar forces);

Good - performing better than our peers;

Fair - performing similarly to our peers;

Poor - performing much worse than our peers.

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

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 2006 to March 2007) have been provided compared to the same period in 2005/06.

Statutory Performance Indicators		April 2005 - March 2006	April 2006 - March 2007
Citizen focus			
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police.	92%	92%
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police.	78%	77%
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of the progress.	67%	67%
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff.	90%	91%
SPI 1e	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided.	81%	81%
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good or excellent job.	41% ¹	46% ²
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided.	70%	70%
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) 74% b) 79%	a) 76% b) 79%
SPI 3c	Percentage of PACE searches, which lead to arrest by ethnicity of the person searched.	16.4% Ethnic Minority 11.2% White	12.4% Ethnic Minority 9.5% White
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.	35.4% Ethnic Minority 38.7% White	35.9% Ethnic Minority 39.1% 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.	2.7% : 3.6%	3.2% : 3.6%
SPI 3g	Percentage of female police officers compared to overall force strength.	23.8%	24.8%
Reducing crime			
SPI 4a	Using the British Crime Survey the risk of personal crime.	7% ¹	8% ²
SPI 4b	Using the British Crime Survey the risk of household crime.	20% ¹	21% ²
SPI 5b	Violent crime per 1,000 population.	18.5	19.0
SPI 5e	Life threatening crime and gun crime per 1,000 population.	0.5	0.5
SPI 5f	Acquisitive crime per 1,000 population.	20.3	19.2

Statutory Performance Indicators

Statutory Performance Indicators		April 2005 - March 2006	April 2006 - March 2007
Investigating crime			
SPI 6b	Percentage of offences brought to justice.	24.0%	25.3%
SPI 7a	Percentage of notifiable offences resulting in a sanction detection.	23.7%	24.7%
SPI 8a	Percentage of domestic violence incidents where an arrest was made related to the incident.	New measure as of April 2006	32.2%
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population.	New measure as of April 2006	£2,863.22
Promoting public safety			
SPI 9a	Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.	5.7	5.2
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) 12% ¹ b) 15% ¹ c) 19% ¹	a) 13% ² b) 13% ² c) 17% ²
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour. Percentage with high levels of perceived anti-social behaviour.	21% ¹	19% ²
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.	29% ¹	25% ²
Providing assistance			
SPI 11a	The percentage of police officer time spent on frontline duties.	67.6% ³	70.2% ⁴
Resource use			
SPI 12a	Delivery of cashable and non-cashable efficiency targets.	1.7% Cashable 3.4% Non Cashable	3.1% Cashable 6.8% Non Cashable
SPI 13a	Percentage of working hours lost due to sickness for police officers.	3.4%	3.4%
SPI 13b	Percentage of working hours lost due to sickness for police staff.	3.8%	3.5%

1. Data based on British Crime Surveys conducted in 12 month period January to December 2005.
2. Data based on British Crime Surveys conducted in 12 month period January to December 2006.
3. Provisional figures for April 2004 to March 2005.
4. Provisional figures for April 2005 to March 2006.

Contact us

Joining Kent Police

A job with Kent Police will be interesting, challenging and varied. A new approach to training gives our student officers the benefit of university-based learning to underpin practical policing skills with theory and knowledge.

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.

Kent Police website www.kent.police.uk

