

Policing Kent 2009/12



**Kent
Police**

Kent
Police
Authority



Our commitment to you

Welcome to the Kent Policing Plan for 2009/12 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 together to make sure the issues that matter most to our communities are at the heart of our future plans. Our performance objectives for the next three years will focus on: building public confidence, effectively tackling crime and anti-social behaviour, protecting the public and making best use of our resources. This Plan outlines in detail how we will go about achieving these objectives.

We have had some significant challenges over the last year – some of those responsible for the Tonbridge robbery have received lengthy sentences and a second trial is ongoing. The policing of the Climate Camp at Kingsnorth Power Station on the Hoo Peninsula in August 2008 was one of the biggest policing operations ever undertaken by the force. Despite the scale of operation the event ended peacefully and normal policing levels were maintained across the county.

Protecting the public has to remain at the forefront of our business and we continue to develop our protective services to counter the threat of terrorism and prevent the radicalisation of those vulnerable to terrorist ideologies.

Levels of crime in Kent and Medway have continued to fall and detections have continued to increase for the second successive year. This is good news for everyone and a testimony to the hard work of officers and staff as well as the support of our partner agencies.

However, we want to build on these good results. To that end we are introducing a StepChange in the way we do business by focusing on Force performance and streamlining our processes and systems to provide more front line services. The development of a new business approach will enable us to fund growth in priority areas by using efficiency savings. Our new Business Centre at North Kent will streamline administrative functions and is a first for policing in the country. In setting our budget we have sought to strike the right balance, so that we can deliver a high quality service, addressing the things that our communities tell us are most important to them, in the most efficient and cost-effective way. The additional money we receive from local tax payers this year will be used to establish a Business Development Team, whose role will be to continuously identify efficiency savings and increase productivity. We will also be expanding Neighbourhood Task Teams further across Kent and Medway, which have proved a success during the last 12 months.

We know that providing a citizen focused approach to policing is fundamental in building and maintaining trust and confidence. We will provide regular information to communities on the issues that concern them the most, particularly anti-social behaviour, and ensure that there are regular opportunities to engage with us.

This Plan is designed to give you an overview of what we are doing to protect and serve the people of Kent and Medway and we hope you find it useful. We welcome any feedback you would like to give – please see page 57 for information on how to contact us.



Chair of the Kent Police Authority Ann Barnes and Chief Constable Michael Fuller

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1. Policing Kent and Medway

Kent Police delivers a policing service to 1.62 million Kent and Medway residents as well as those who travel into the county for work and pleasure. With its unique position as the gateway to Europe, more than 30 million cross-channel passengers travel through the county every year and upwards of five million commercial vehicles use the strategic road network comprising the M2, M20, M25 and M26 motorways. In addition to some of the busiest stretches of motorway in the country, Kent has the Channel Tunnel, major ports and the Channel Tunnel Rail Link at Ashford and Ebbsfleet International.

It is a large and diverse area to police, and includes both urban and rural areas as well as 343 miles of coastline. In order to police this complex area, Kent Police is broken down into six policing areas, known as basic command units (BCUs), comprising of North Kent, West Kent, Mid Kent, Medway, East Kent and South Kent. North Kent and Medway are each served by new police stations (at Northfleet and Gillingham) and built under the Private Finance Initiative (PFI). Each BCU is led by a Chief Superintendent who is responsible for:

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

The Chief Constable and Chief Officer team are based at Force Headquarters in Maidstone, together with many of the Force's support functions and specialist units which focus on serious and organised crime across the county.

The headquarters site incorporates the Kent Police College and the Force Communication Centre. Kent Police also operates a police station at the French end of the Channel Tunnel in Coquelles.



2. Kent Police Authority – overseeing your policing

It is important that the people of Kent and Medway have a say in the way the county is policed. All communities and individuals should feel protected by their police force. It is also important that council taxpayers receive value for money.

Making sure this happens is the role of Kent Police Authority which is an independent body, made up of 17 members including local councillors and independent members appointed through a rigorous selection process. The Authority ensures that policing in Kent and Medway meets all the legal requirements for police forces. The Authority also consults the public to ensure that policing meets the expectations of the community and is accountable, fair and cost-effective. Members do this by meeting regularly with the Chief Constable and senior officers to discuss performance, finance, human resources and professional standards.

The Authority is responsible for:

- appointing (and if necessary, dismissing) the Chief Constable and senior police officers;
- consulting with local communities to find out what they want the police to do;
- setting the budget for the police as well as the level of council tax needed to fund this;
- setting the strategic direction for policing within Kent and Medway and deciding what the police should focus attention on; and
- making sure that Kent Police continues to improve and provide value for money.

Kent Police Authority has a statutory role on the county's Crime and Disorder Reduction Partnerships, Kent Children's Trust and Medway Children's Trust. We have a representative on the Kent Partnership and on the road safety Casualty Reduction Partnership (CaRE). Members of the Authority work jointly with Essex Police Authority to oversee collaboration. The Authority is an active member of the Association of Police Authorities to influence policy making nationally, in the interest of the people of Kent and Medway.

This Policing Plan has been developed jointly by the Authority and the Force. It challenges the Force to continue to improve and sets the priority areas of policing. The Authority will oversee the Force's progress towards achieving the Plan. A summary of this Plan will be delivered to every household in Kent and Medway along with an overview of how Kent Police has performed over the past year.



KPA Chair, Ann Barnes, on patrol in Maidstone

To find out more about Kent Police Authority visit the website at:
www.kentpoliceauthority.gov.uk
or call 01622 677 055.

Kent Police works alongside a number of partners to successfully deliver community safety throughout Kent and Medway.

3. Working with our partners

The Kent Criminal Justice Board (KCJB)

Local Criminal Justice Boards (LCJBs) were formed in April 2003 to manage the local Criminal Justice System (CJS) and ensure that all criminal justice agencies work together to tackle crime. The central purpose and role of the LCJB is to bring about 'business change and performance improvement to support the efficient and effective delivery of justice'.

Membership of the Local Criminal Justice Board includes chief officers from the police, Crown Prosecution Service (CPS), probation, Her Majesty's Courts Service (HMCS), Prison Service, Youth Offending Teams (YOTs) and the Legal Services Commission who work together to meet key targets and deliver business change.

The Board's vision is to have, by 2011, a CJS which puts victims at its heart and in which the public are confident and engaged. It will be effective in bringing offences to justice, particularly the most serious ones, through simple and efficient processes reflecting the national vision for a modern, efficient and joined up Criminal Justice System.

Crime and Disorder Reduction Partnerships

Kent Police continues to work with partners across Kent and Medway to tackle crime and disorder and ensure community safety. One of the ways in which we do this is through the twelve local Crime and Disorder Reduction Partnerships (CDRPs) which are based on district and unitary council areas. Some local authorities call their CDRPs Community Safety Partnerships (CSPs).

Kent Police and Kent Police Authority are statutory partners in each CDRP. Other partners include Kent County Council, Medway Council, 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 as the most important to them. Delivery of CDRP strategic assessments will continue to form part of the local policing plans for each of our six policing areas.



3. Working with our partners

The Kent and Medway Local Area Agreements

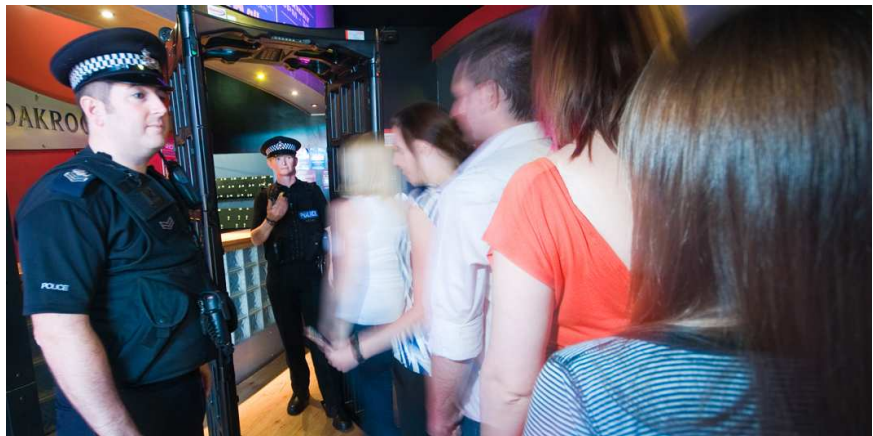
Local Area Agreements (LAAs) are three-year agreements between local areas and central government which detail how local authorities and their partners, including the police, will work to improve the quality of life for local people. They allow local authorities to channel public resources towards the priorities in their area and encourage collaborative working across the public, private and voluntary sector.

Together with our partners, we have now signed new agreements with both Kent County Council and Medway Council, known as the Kent Agreement 2 (KA2) and the Medway Local Area Agreement respectively, which run from 2008-2011. Both agreements are structured around four themes set by the Government which are:

- Children and Young People.
- Safer and Stronger Communities.
- Healthy Communities and Older People.
- Economic Development and Sustainable Communities.

Through the Safer and Stronger Communities theme, we are working with our partners to:

- reduce serious violent crime;
- reduce serious acquisitive crime (part of Medway Local Area Agreement only);
- deal with the anti-social behaviour and crime issues that matter to communities;
- reduce the re-offending rate for young offenders;
- reduce the re-offending rate for Prolific and Priority Offenders (part of Medway Local Area Agreement only);
- reduce domestic abuse repeat victimisation within the MARAC (Multi-Agency Risk Assessment Conference) process;
- reduce the number of people killed and seriously injured in road traffic crashes;
- reduce alcohol-harm related hospital admission rates; and
- increase the number of drug users in effective treatment.



4. National policing priorities

Public Service Agreements

Public Service Agreements (PSAs) set the Government's vision for continuous and accelerated improvement in priority areas. They cover a range of public services, including outcomes for which the police have a significant input. Underpinning each PSA are a number of national performance indicators used to measure progress.

The police contribute directly, with our partners, to the achievement of the following Public Service Agreements:

Public Service Agreement	Objective
PSA 23	Make communities safer
PSA 24	Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public
PSA 25	Reduce the harm caused by alcohol and drugs
PSA 26	Reduce the risk to the UK and its interests overseas from international terrorism

We also have a role in the following PSAs:

Public Service Agreement	Objective
PSA 13	Improve children and young people's safety
PSA 14	Increase the number of children and young people on the path to success
PSA 15	Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief
PSA 21	Build more cohesive, empowered and active communities



4. National policing priorities

Strategic Policing Priorities

Each year the Home Secretary sets Strategic Policing Priorities (SPPs) for the police service. The national priorities for 2009/10 are to:



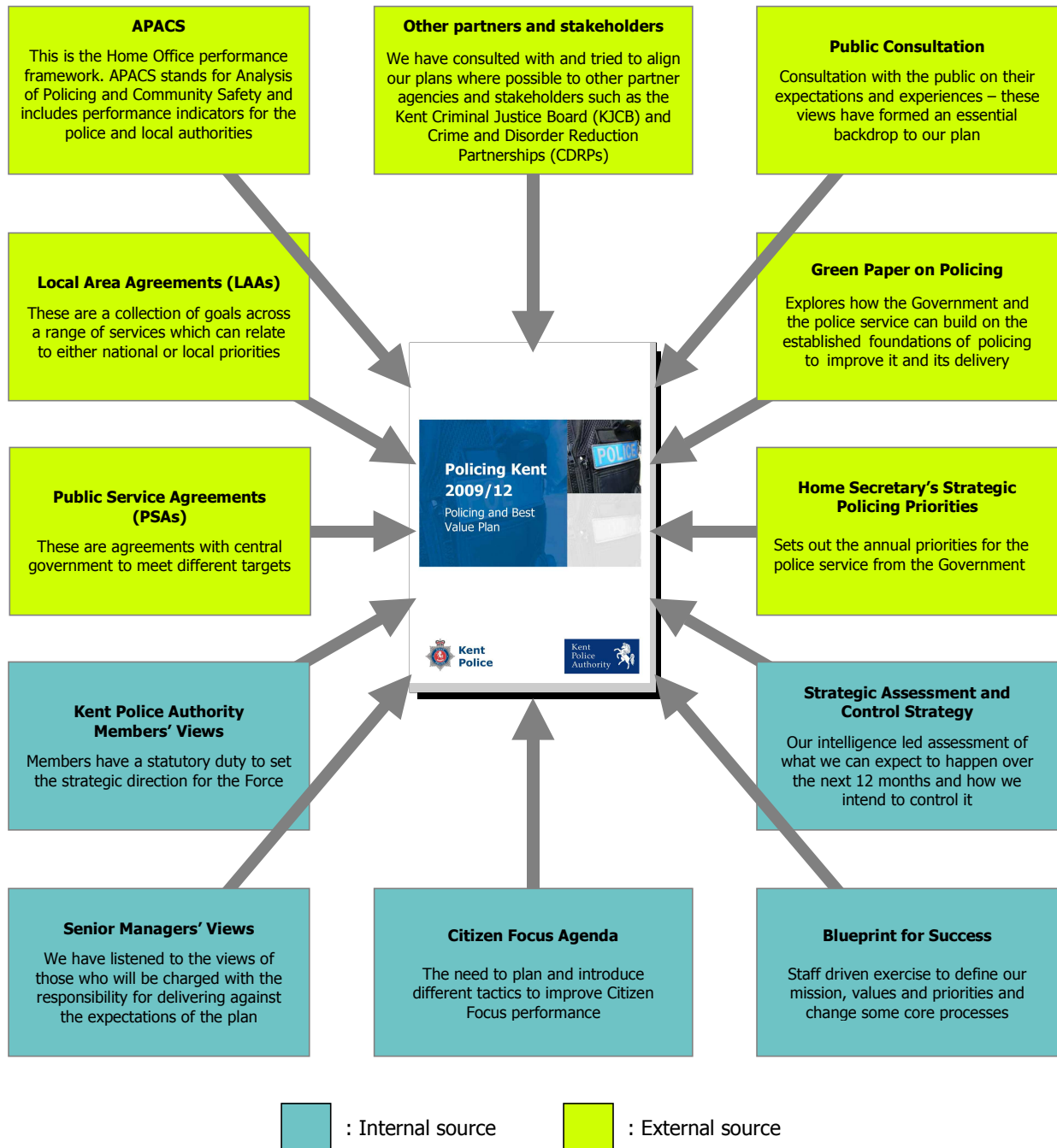
- continue to increase public confidence in the police through tackling local priorities; reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with Public Service Agreements (PSAs) 23 and 25, and in a coordinated approach with other Criminal Justice Service partners deliver an effective criminal justice response in line with PSA24;
- work jointly with police forces and other agencies, such as the Serious and Organised Crime Agency (SOCA) and the UK Borders Agency (UKBA), to ensure that the capability and capacity exists across England and Wales to deliver effective Protective Services¹, including tackling serious and organised crime;
- work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter-terrorism strategy (CONTEST) and PSA 26; and
- work in all of the above, in line with the 'Efficiency and Productivity Strategy for the Police Service', in order to ensure the best use of resources to:
 - deliver significant cashable improvements;
 - ensure the effective deployment of the workforce; and
 - realise the benefits of new technology.

These priorities have been agreed in order to reflect and reinforce the Government's Green Paper 'From the Neighbourhood to the National: Policing our Communities Together'. They are also indicative of the new relationship between the Government and the police service in which the Home Office's role is more strategic, with the strongest emphasis being on confidence in local policing.

¹ The Protective Services are counter terrorism, domestic extremism, serious and organised crime, major crime, critical incident management, public order, civil contingencies, strategic roads policing, firearms and public protection.

5. Factors influencing the Policing Plan

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



'Policing Kent' sets out the joint Force and Authority strategic ambitions and priorities for the next three years as well as the organisational drivers that are crucial in delivering these. To support our priorities we have set a number of objectives and targets that outline our activities over the next 12 months. These act as milestones towards our three year ambitions.

5. Factors influencing the Policing Plan

Public consultation - setting our priorities and objectives

Consultation with the people of Kent and Medway is a key part of setting our priorities and objectives. In October 2008 we sent surveys to members of our Citizens' Panel. We asked them to tell us what their local crime and anti-social behaviour issues were and where we should focus our attention. Key themes were also explored in a workshop with panel members.

In November 2008, members of both the Citizens' Panel and Youth Panel were surveyed for their opinions on our proposed strategic ambitions and how best to express them.

The findings of these consultation exercises were combined with findings from our Kent Crime and Victimization Survey (KCVS) and User Satisfaction Surveys. The ambitions, priorities and objectives that have been set in this Plan were directly influenced by the people of Kent and Medway.

The Green Paper

In July 2008 the Government published the Green Paper 'From the Neighbourhood to the National' setting out how it proposed to build upon the established foundations of policing and to improve the delivery of policing services to the public. The Force's contribution to the consultation process following the publication of the Green Paper allowed us to influence how this will be achieved.

The Green Paper sets out a shift in how police performance will be assessed. A single performance measure of confidence has been introduced and will be the focus of the only police target set by the Home Office. It measures public views on how well the police and local councils are dealing with the anti-social behaviour and crime issues that matter through the British Crime Survey. Given the importance of this measure, it features prominently in our three year ambitions and annual targets.

The key themes of the Green Paper are to improve the relationship between the police service and the communities that it serves, so that people are better informed and more empowered; reduce bureaucracy; use technology to our advantage; collaborate with other forces and work to continually improve our performance. These are reflected in the objectives and ambitions outlined in this Plan.

Kent's Policing Pledge, which sets out what the people of Kent and Medway can expect of us, has been in place since December 2008. It will ensure that we focus on the public through neighbourhood policing, as well as giving people a stronger voice and a means to challenge us if our service falls below their expectations.

We are also publishing crime statistics so that people can be better informed about their area. The use of mobile data terminals and electronically recording the details of people that we stop and question are helping us to reduce bureaucracy and make better use of technology.

We are working with our partners across Kent and Medway to consistently tackle crime and anti-social behaviour and our collaboration with Essex Police is continuing. We are striving to improve our performance and to deliver our service as efficiently as possible, so that the people of Kent and Medway have greater confidence in us, and the service we provide.

6. Strategic ambitions for 2009/12

The Force and Authority are dedicated to achieving a significant improvement in performance across all parts of our business over the next three years. We have set four stretching strategic ambitions for the next three years which link to each of our four priorities and represent our longer-term goals. Our annual objectives and targets act as milestones towards these three-year goals.

There have been significant improvements in our performance over the last two years, which have ensured that Kent and Medway remain among the safest places to live in the country. Each ambition represents an extremely challenging target to ensure continued improvement and requires a performance StepChange, which will see Kent Police as one of the top performing forces - both nationally and among our peer group. Our ambition is not only to improve the service that we deliver to Kent and Medway residents each year but to provide an unrivalled service when compared to other police forces.



Our three-year ambitions are supported by an overarching plan to help us achieve our desired performance improvements. The Force Performance and Development Plans identify 'what' we will do to achieve our ambitions and 'how' we will do it.

The Force Performance Plan provides information on all our performance targets. It identifies the initiatives that we will put in place to ensure we are able to continue to improve our performance. Some of the targets are contained within this Plan while others are drawn from other assessments that we contribute to such as Local Area Agreements (LAAs) and the Comprehensive Area Assessment (CAA). LAAs are agreements between the Government and local authorities and their partners on improving the quality of people's lives. CAAs provide a framework for assessing how well local services are working together to improve the quality of life for their communities.

The Force Development Plan details how we will build our organisational capability in order to achieve a performance step change. This includes identifying efficiencies, which will allow us to strengthen front-line policing and allow us to have more police officers responding to local community needs. Our effectiveness will also be increased through the development of a corporate model of policing and the mainstreaming of robust project management principles.

Our performance and achievement of our ambitions will be closely monitored. The threats and risks standing in the way of our success will be identified and resolved wherever possible. There are a number of risks to the delivery of such challenging ambitions, such as the level of funding we receive from the Government and the focus of national policing priorities should they change. At a local level it is vital that we receive support from partner agencies whose contribution we value in helping to build confidence and community safety.

6. Strategic ambitions for 2009/12

Our priorities, strategic ambitions and annual objectives are as follows:

1. Building public confidence

Increasing the confidence that local communities in Kent and Medway have in how we deal with those things that matter to them is vitally important to us. 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.

Our three year ambition is to be:

- top ten nationally and top two in our most similar group of forces² for public confidence as measured by the British Crime Survey. We are currently ranked 22nd nationally and 7th in our most similar group³.

Our objectives for 2009/10 are:

- improving public confidence;
- improving victim satisfaction; and
- improving visibility and accessibility.

2. Effectively tackling crime and anti-social behaviour

Reducing crime and anti-social behaviour is central to all that we do. We aim to continue reducing all types of crime and anti-social behaviour 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 thus deterring future offending.

Our three year ambition is to be:

- top ten nationally and top two in our most similar group of forces for the level of 'all crime' per 1,000 population as measured by police recorded crime. We are currently ranked 17th nationally and 4th in our most similar group⁴.

Our objectives for 2009/10 are:

- reducing crime and anti-social behaviour;
- ensuring a high detection rate; and
- tackling repeat victimisation and repeat offending.



² Our most similar group of forces are Avon and Somerset, Bedfordshire, Devon and Cornwall, Essex, Hertfordshire, Lancashire and Leicestershire.

³ January 2008 to December 2008.

⁴ April 2008 to March 2009.

6. Strategic ambitions for 2009/12

3. Protecting the public

Through developing our Protective Services capability 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.

Our three year ambition is to:

- meet or exceed the standard across every Protective Service inspected by HMIC.

Our objectives for 2009/10 are:

- developing our Protective Services capability;
- protecting the public from serious and organised crime; and
- making the roads safer.

4. Making best use of our resources

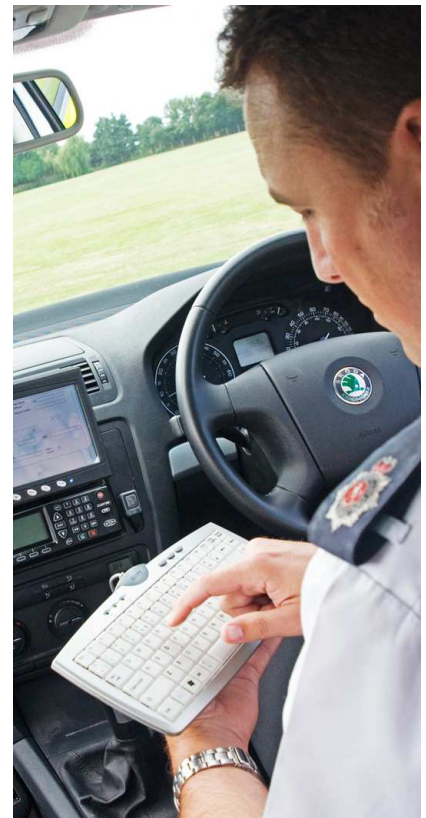
We aim to maximise the productivity and efficiency of our resources across the entire organisation in order to support the delivery of our strategic ambitions and high quality services while also achieving value for money.

Our three year ambition is to:

- achieve level 4 in the Use of Resources (URE) Assessment as measured by the Audit Commission. We are currently level 3 (2007/08 assessment).

Our objectives for 2009/10 are:

- demonstrating increasing efficiency; and
- supporting and developing our workforce.



6. Strategic ambitions for 2009/12

Organisational drivers

There are a number of themes that cross cut our ambitions, priorities and objectives. These organisational drivers will be vital in helping us to deliver this plan.

Force Performance Plan

The ambitions we have set will require a complete StepChange in performance and how we deliver policing. We are committed to being one of the top performing forces within the next three-years. This represents a significant challenge, but one we are committed to achieving. Our Force Performance Plan outlines in detail the tactics that we will employ alongside those in this Plan to help achieve this StepChange. Ensuring that performance is engrained within our culture will help to improve the level and consistency of the service we provide to the public. We will also be building our organisational memory so that there is a readily available source of evidenced initiatives and insight that will help to improve performance further.

Leadership

Our staff are our most important asset. As such we need to help support and develop our workforce, building leadership at all levels of our organisation. It is important that our staff feel empowered with the right training and skills to deliver a high quality service and build public confidence. Only then will we be able to deliver what is set out in this plan and our performance step change.

Confidence

Through the Green Paper, the Home Office has set out a clear mandate to the police to focus on building public confidence in dealing with anti-social behaviour and the crime issues that matter to communities. In all the work we do it is essential that we consider the impact it will have on public confidence. We must consistently work with our partners to provide a public focused service.

Communication

Communication plays a vital role. The public, our partners and our staff need to be aware of what we are seeking to achieve and feel part of the process. Actively engaging across all communities is essential so that we can understand what local issues and priorities are. Moreover, we need to ensure that we then feed back the action we take to the individuals concerned as well as the wider community. This continuous cycle will help to build trust and confidence in the police.

Partnership working

Given the present financial climate we must consistently look at working more efficiently and effectively. Our pioneering collaborative work with Essex Police has already shown the benefits of this approach. This is an important relationship which we will continue to build on further during the next 12 months. We will also look to other forces to seize more opportunities to work in collaboration.

It is essential that we work with local councils to build confidence, ensuring that the public are aware of our joint work to deal with the problems in communities. Our work through the Kent and Medway Local Area Agreements will help to solidify this work, and that with other valued partner agencies.

7. Our targets 2009/10

Our three-year ambitions and priorities will be progressed over the next 12 months by annual objectives and targets. These will act as milestones towards our longer-term goals. The following pages set out in detail our targets and objectives for 2009/10.

Priority	Objective	Measurement	Target	Baseline
Building public confidence	Improving public confidence	Percentage of people saying that the police and local councils are dealing with anti-social behaviour and crime issues that matter	Increase to 52% as measured by the British Crime Survey	46.4% ¹
			Increase to 78% as measured by the Kent Crime and Victimization Survey	73.8% ²
		The number of recorded complaint allegations per 1,000 officers	Reduce to 345 complaints per 1,000 officers	384 per 1,000 officers ²
	Improving victim satisfaction	Percentage of all victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 86%	84.8% ²
		Percentage of victims of violent crime satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 80%	77.6% ²
	Improving visibility and accessibility	Percentage of 999 calls answered within 10 seconds	Increase to 90%	89.8% ³
		Percentage of people who feel that Kent Police is working closely with the community as measured by the Kent Crime and Victimization Survey	Increase to 69%	64.4% ²

7. Our targets 2009/10

Priority	Objective	Measurement	Target	Baseline
Effectively tackling crime and anti-social behaviour	Reducing crime and anti-social behaviour	The level of all recorded crime per 1,000 population	Reduce to 68.0 per 1,000 population	73.5 per 1,000 population ²
		The number of criminal damage offences and anti-social behaviour incidents in hotspot locations	Reduce by 10%	21,609 ²
	Ensuring a high 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	No less than 32%	32.0% ²
		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 62%	60.3% ²
	Tackling repeat victimisation and repeat offending	Rollout of Multi-Agency Risk Assessment Conferences (MARACs)	Increase to 6 (one per policing area)	2 ⁴
		The number of drug users referred to the Drug Interventions Programme and assessed by that team	Increase by 10%	334 ⁵
Protecting the public	Developing our Protective Services capability	Percentage of definitions from ACPO Protective Services ⁶ Minimum Standards met	Increase to 80%	67.5% ⁴
	Protecting the public from serious and organised crime	The number of serious violent crimes per 1,000 population	Reduce to 0.49 per 1,000 population in Kent	0.53 per 1,000 population in Kent ²
			Reduce to 0.86 per 1,000 population in Medway	0.90 per 1,000 population in Medway ²
	Making the roads safer	The number of adults (aged 16 and over) killed or seriously injured in road traffic collisions	Reduce to 668	670 ²
		The number of children (aged 15 and under) killed or seriously injured in road traffic collisions	Reduce to 58	65 ²

7. Our targets 2009/10

Priority	Objective	Measurement	Target	Baseline
Making best use of our resources	Demonstrating increasing efficiency	Use of Resources (URE) Assessment	Achieve Level 3	Level 3 ⁷
		The value of recurring cashable savings	£1.5m	£1.49m ²
	Supporting and developing our workforce	The short-term sickness rate for police officers and police staff	Reduce to 32.4 working hours lost per member of staff	35.5 working hours lost per member of staff ²
		The completion rate of Personal Development Reviews (PDRs) <i>within 60 days</i> for police officers and police staff	Increase to 80%	78.3% ⁸
		The completion rate of Personal Development Reviews (PDRs) <i>for eligible</i> ⁹ police officers and police staff	Increase to 100%	90.5% ⁸
		The number of black and minority ethnic police officers	Increase to 115	110 ⁴
		The percentage of police officers in supervisory and management ranks (Sergeant and above) who are female	Increase to 20%	18.1% ⁴

1. Data relates to the period January 2008 to December 2008.
2. Data relates to the period April 2008 to March 2009.
3. Data relates to the period July 2008 to March 2009.
4. As at 31 March 2009.
5. 12 month projection based on data from period October 2008 to March 2009.
6. The Protective Services are counter terrorism, domestic extremism, serious and organised crime, major crime, critical incident management, public order, civil contingencies, strategic roads policing, firearms and public protection.
7. Data relates to the period April 2007 to March 2008.
8. Data relates to the period February 2008 to January 2009.
9. Permitted exclusions include persons on career break or extended unpaid leave; maternity leave; long-term sickness; probationers with less than 22 months service; suspensions; external secondments; leavers; staff with less than 6 months service remaining; or where there is an exceptional technological, operational or welfare issue that has prevent the PDR from being completed. These exclusions do not mean that a PDR is not required, and it is expected that all PDRs will be completed at the earliest opportunity.

8. Our priorities 2009/10

8.1. Building public confidence

We are committed to delivering a first class policing service to the people of Kent and Medway. In order to achieve this we will work with our partners to listen to our communities so that we know what needs to be done and ensure that we focus our attention on the things that matter most to local people. We will continue to work hard to deliver a responsive and effective service which inspires public confidence and consistently meets the needs of local communities and the victims of crime.

8.1.1. Improving public confidence

Measurement	Target 2009/10	Baseline
Percentage of people saying that the police and local councils are dealing with anti-social behaviour and crime issues that matter	Increase to 52% as measured by the British Crime Survey	46.4%
	Increase to 78% as measured by the Kent Crime and Victimization Survey	73.8%
The number of recorded complaint allegations per 1,000 officers	Reduce to 345 complaints per 1,000 officers	384 per 1,000 officers

Citizen focus

In April 2008, Her Majesty's Inspectorate of Constabulary (HMIC) carried out an inspection of Neighbourhood Policing and Citizen Focus for which we achieved 'meets the standard' in both categories. This is a good starting point for us but we know that there is more work to be done.

Citizen focused policing is about putting people first and developing a culture where the needs and priorities of the public are understood and always taken into account by staff across the organisation.

The National Policing Improvement Agency (NPIA) has produced specific standards called Hallmarks that will form the basis of citizen focused policing. These are:

- **understanding people** – our communities, staff, stakeholders and partners;
- **understanding services** – ensuring our staff are aware of the expectations placed upon them from within the organisation and from the public;
- **designing services** – ensuring the service we provide is what the public want and that they have the opportunity to be involved in shaping the future of the service;
- **service delivery** – ensuring the quality of the service we provide is of the highest standard.

A significant amount of work continues across Kent and Medway to ensure that citizen focus is embedded throughout our working practices. Innovation is at the forefront of our approach to providing a first class service to the public. Operation Doorstep is a new initiative where comment or feedback cards are given to members of the public following face-to-face contact with them. This captures first hand experiences about the level of service that we provide and allows us to address any problems.

8. Our priorities 2009/10

8.1. Building public confidence

Managing complaints

Public confidence in the police service depends upon officers and staff demonstrating the highest level of personal and professional behaviour. Where individual conduct is perceived to fall below the standards expected of us the public have the right to complain, for the matter to be recorded and for the circumstances to be appropriately investigated. Where the investigation reveals individual or Force failings, we will take steps to prevent such conduct being repeated. If mistakes are made we will rectify them and deal appropriately with misconduct.

Nationally the Independent Police Complaints Commission (IPCC) oversees the police complaints process. Whilst there has been a rise in the number of complaints made against the police service in recent years, the IPCC recognizes that this is due to procedural changes and improvements rather than a deterioration in the behaviour and conduct of officers.

Important changes have been made in order to improve the experience of complainants and to make the system more accessible, responsive and proportionate. This in turn has led to more complaints being presented and addressed in a formal way, as opposed to the informal mechanisms of the past.



As part of our commitment to providing a first class service to the people of Kent and Medway we will work hard to reduce public complaints in the coming year. The IPCC assess the performance of forces in relation to complaints by looking at the number of complaint allegations per 1,000 officers. In the light of this, it is our aim over the next year, to reduce the number of complaint allegations received for each 1,000 of our officers to below the national average. Additionally, we aim to have at least the fourth lowest number of complaint allegations per 1,000 officers within our group of most similar forces.

Promoting equality and diversity in service delivery and employment

Following widespread consultation we published a revised Race Equality Scheme to take us up to 2011. It has been incorporated into our first Single Equality Scheme which brings together everything that we are doing to promote equality and diversity and to deliver our statutory obligations. We firmly believe that everyone working for us has the right to be treated with dignity and respect and to be given every opportunity to reach their full potential.

From April 2009, we will adopt the Equality Standard for the Police Service. We have worked with the National Policing Improvement Agency (NPIA) over the last year to develop this Standard. We want everyone working for us to consider the equality and diversity implications of their daily work and we will use the Equality Standard to encourage this.

8. Our priorities 2009/10

8.1. Building public confidence

Our focus in the coming year will also be to address equalities issues in a tangible way - one that is open to inspection and scrutiny by our stakeholders and partners. We will use our Independent Advisory Group (IAG) and our Kent-wide community consultation forums to:

- challenge whether our service meets the needs of all sections of the community;
- compare over time, how well our services are performing from the point of view of all groups, and against services provided by other police services;
- consult effectively about services ensuring that it is carried out in meaningful and inclusive ways and is used to manage and promote equality and diversity;
- compete to ensure that all parts of our business meet their equality objectives effectively. We will use and develop best value tools, such as the Equality Standard for the Police Service, to measure and continuously improve our performance on equalities.



During the year we will also refresh our 'Race and Diversity Equality Strategy'. Stakeholders, partners and our staff will be consulted on a revised strategy which will reinforce our commitment to address equality and diversity in both service delivery and employment. The Strategy will ensure that we continue to work towards mainstreaming equality and diversity in all that we do.

8.1.2. Improving victim satisfaction

Measurement	Target 2009/10	Baseline
Percentage of all victims satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 86%	84.8%
Percentage of victims of violent crime satisfied with the overall service provided as measured by the Kent User Satisfaction Survey	Increase to 80%	77.6%

The Policing Pledge

The Green Paper 'From the Neighbourhood to the National' placed an increased emphasis on ensuring that the public feel informed about their local police force and empowered to hold them accountable. With this in mind the Green Paper set out the Policing Pledge.

The Policing Pledge sets out what the public can expect from the police service. It establishes national standards, covering everything from call handling to follow-up contact for victims, underpinned in each neighbourhood by a set of priorities agreed by local people. It gives people a

8. Our priorities 2009/10

8.1. Building public confidence

stronger voice and a means to challenge us if they are not receiving the standard of service that they expect.

The full Pledge can be found in Appendix A (page 58) and is published on our website with additional links from every ward level neighbourhood policing page.

Over the coming year we will continue the work that we have already begun. In our Policing Pledge, which has been in place since December 2008, we have set out what the people of Kent and Medway can expect of us. This will ensure that we focus on the public through neighbourhood policing, as well as giving people a stronger voice and a means to challenge us if our service falls below their expectations. The local element of the Pledge will be developed throughout 2009. This will include the provision of contact details and feedback on neighbourhood priorities which already forms part of our existing commitment through neighbourhood policing.

The final declaration of the Policing Pledge reaffirms our aim to do our very best whilst acknowledging that because of the nature of policing and its demands, there will be occasions when we cannot fully meet the public's aspirations for legitimate reasons. We will ensure that we explain what we are doing, and why, to the people of Kent and Medway and keep them informed.

The Kent Police Service Standard - providing a quality service

We are committed to providing a first class service and responding to public feedback. The Kent Police Service Standard details the level of service that people in Kent and Medway can expect from the Force. The Standard embodies our compliance with both the national Quality of Service Commitment and the Policing Pledge which is incorporated within it.

The Kent Police Service Standard covers:

- victims and witnesses;
- investigating crime;
- complaints and compliments;
- telephone handling;
- correspondence; and
- diversity and equality.

Copies of the Kent Police Service Standard are available from the Kent Police website, local police stations or by telephoning the Professional Standards Department during office hours on 01622 652323.



8. Our priorities 2009/10

8.1. Building public confidence

Victim Code

We are committed to improving the experience of victims and witnesses throughout the Criminal Justice System. In 2005 we adopted the Victim Code in recognition of the importance of delivering a high quality service to victims of crime, including keeping them informed of the progress in their case. Every victim of crime is given a copy of the Code so that they know what to expect from us.

We aim to provide a first class service to victims of crime. Through our system of monthly review we are working to continuously improve the support and information that we deliver. In October 2008 we committed to a three-year strategy to ensure that we provide all of our victims of crime with the level of service that they require. This includes gathering feedback directly from victims and liaising with diversity groups and agencies such as Victim Support.

As part of our strategy, we are looking at the impact of special measures for giving evidence in court, for example via a video link or screens, and whether these make victims feel more supported. We are also assessing the effectiveness of Victim Personal Statements as a means of allowing people to describe to the court how the crime has affected their life in order that this can be reflected when the offender is sentenced.

Witness Charter

The Witness Charter is a national initiative due to be launched in April 2009. It sets out the standard of care a witness can expect from all the criminal justice agencies and details the help and support that they can expect to receive at every stage of the judicial process.

We are already delivering many of the Charter's requirements such as completing initial needs assessments when statements are provided. This ensures that we know how a witness prefers to be contacted and if they have any specific language or communication requirements. We are also committed to using specialist intermediaries to assist witnesses who may have difficulty in communicating their evidence. Our Witness Care Officers provide information and updates on the case and ensure that victims know, and understand, what the final outcome is.

As part of our continuing commitment to the Charter we are planning to provide monthly updates to witnesses of serious crimes on the progress of our investigation and to identify witnesses who may be vulnerable or intimidated in order that they can be offered any assistance that might help them to give evidence at court.

8.1.3. Improving visibility and accessibility

Measurement	Target 2009/10	Baseline
Percentage of 999 calls answered within 10 seconds	Increase to 90%	89.8%
Percentage of people who feel that Kent Police is working closely with the community as measured by the Kent Crime and Victimisation Survey	Increase to 69%	64.4%

8. Our priorities 2009/10

8.1. Building public confidence

Neighbourhood policing

Over the last year Kent Police has continued to develop Neighbourhood Policing (NHP). In doing so we have been influenced by a number of Government reports and recommendations published during 2008 and have worked to integrate these into our daily business.



During 2009 we will be developing our work in relation to the counter-terrorism Prevent strand. This will involve mapping the makeup of each community in order to ensure that the whole community is represented in the Partner and Communities Together (PACT) engagement process.

Our crime mapping facility, allowing people to view information about crime in their local area, has been available via our website since the end of 2008. To further enhance this service we will also publish supporting information to explain any substantial changes in our performance.

We are currently exploring a number of technology-based solutions to assist NHP teams. Over the next year we plan to automate the creation of Neighbourhood Profiles by collating information held on existing databases. We are also developing a messaging system to allow us to communicate effectively with those who represent local communities throughout Kent and Medway. The innovative solutions we have already developed and implemented, such as the Joint Problem Solving database, are receiving national interest. This database allows us to work in partnership with communities to resolve local problems.

We began to introduce neighbourhood management last year in order to allow communities and local agencies to work together to tackle quality of life issues at neighbourhood level. We will also be introducing Business Improvement Champions in each of our six policing areas and in key directorates. The champions will be trained to review our processes and introduce improvements in the investigation of violent crime, vehicle crime, domestic burglary and road traffic collisions and the service provided to the victims.

There will be a co-ordinated approach to neighbourhood policing with neighbourhood policing teams, supported by Neighbourhood Task Teams and local authority enforcement officers, addressing the causes, effects and resolution of anti-social behaviour including criminal damage.

Consultation

Kent Police and Kent Police Authority's consultation plan is comprehensive and varied. The results of our consultation activity have directly contributed to shaping the priorities and objectives in this Plan.

The Kent Crime and Victimization Survey continues to mature as it enters its fifth year. The Survey looks at how we can make people feel safer in their local areas, reduce negative perceptions of anti-social behaviour and increase public confidence. As such it is instrumental in helping us to improve the service we provide to the people of Kent and Medway.

The Survey helps us to identify local problems or concerns and the best ways of working with the community to resolve them. This is particularly useful for our neighbourhood policing teams and partners to help them to deal with these issues by targeting resources effectively and efficiently using Neighbourhood Task Teams.

8. Our priorities 2009/10

8.1. Building public confidence

Our Youth Panel now consists of around 80 members aged between 11 and 17, with recruitment continuing in 2009/10. The Panel provides young people with the opportunity to tell us what they think about a range of policing issues and the services we provide. Recently, members have been asked for their views around violent crime, vehicle crime and criminal damage and how we deal with these issues. Our findings allow us to tailor the service we provide to young people.

In addition to the focus groups we hold for young people, we have also been running a series of groups for older people. We have worked with Age Concern to speak with older people about the service they receive from us and any concerns or issues they may have.

Our Citizens' Panel has been running for five years. The panel has expanded to around 800 members from across Kent and Medway. In the last twelve months it has been involved in helping to define the priorities and objectives for this Plan, consulting on the new crime mapping facility on the Kent Police website as part of the Policing Pledge and providing insight on how we can improve our service to victims of violent crime, vehicle crime and criminal damage. It has also helped to assess the effectiveness of Partners and Communities Together (PACT) surgeries by highlighting public awareness of these meetings.

The Force Communications Centre

Over the last year the Force Communications Centre in Maidstone has continued its work to enhance both the quality of, and public satisfaction with, all of our contact management services whilst maintaining our levels of accessibility. We recognise that the Force Communications Centre provides a first and lasting impression of Kent Police when members of the public initially make contact with us. We understand the critical role our staff members play in ensuring the subsequent professional management of incidents, crimes and calls for service.



This year the Force Communications Centre will realign its resources in a similar way to that of a Basic Command Unit (BCU). This improvement will provide recognised synergies between departments that will enhance the service we are able to provide to the public and to the police officers and staff we support.

We will support the Government's Policing Pledge by ensuring a prompt, accessible response to emergency calls and prioritising calls according to individual circumstances. For non-emergency calls we will continue to ensure that callers know what we are going to do and when, as well as giving clear advice and guidance when appropriate.

When deploying resources to incidents we work closely with our colleagues across Kent and Medway, to ensure that we send the closest and most appropriate resource. Our incident management systems are set up to identify local priorities, ensuring that we tailor police deployment to reflect these specific requirements. During 2009/10 we are introducing geographically based call-taking and resourcing teams to handle non-emergency calls at the Force Communications Centre. This means that calls will be answered and resourced by staff with a good knowledge of the local area to which they relate. This will enhance both public reassurance and the relationship between locally and centrally based staff.

We are continuing our research into technology that assists people to contact us and stay in contact with us. In doing so we are building on the successful introduction last year of SMS text messaging which has provided an alternative to telephone contact for people with speech or hearing impairments.

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

This objective focuses on our core business of making Kent and Medway a safer place by reducing the number of crimes committed. We are continuing to work towards ensuring that communities across Kent and Medway are free from crime and anti-social behaviour because we understand the impact these have on quality of life for individuals and communities.

We will achieve our aim by consistently delivering a highly professional service, deterring crime and anti-social behaviour wherever possible and bringing more offenders to justice through the rigorous investigation of crimes.

8.2.1. Reducing crime and anti-social behaviour

Measurement	Target 2009/10	Baseline
The level of all recorded crime per 1,000 population	Reduce to 68.0 per 1,000 population	73.5 per 1,000 population
The number of criminal damage offences and anti-social behaviour incidents in hotspot locations	Reduce by 10%	21,609

Reducing recorded crime

We are committed to reducing crime and tackling issues that matter to our local communities. The introduction of corporate tasking and co-ordination processes, based on best practice from across the Force, means that our resources will be used to effectively tackle high crime and repeat venues of crime, specific to each of our policing areas.

At a local level, Community Safety Units will provide a tasking and co-ordination service for Neighbourhood Policing Teams and our partners. This will ensure that the appropriate resources are deployed to address crime issues identified as a high priority by the local community.

The effective tasking and co-ordination of policing and partner resources will ensure that the right people are in the right place at the right time in order to respond, reduce crime and meet the needs of the community.

The introduction of Offender Management Units (OMUs) will formalise partnership working and enable the better management of repeat offenders who are responsible for a disproportionate amount of crime and anti-social behaviour.

Serious Acquisitive Crime

We work closely with local Crime and Disorder Reduction partnerships (CDRPs) to focus on crimes, such as burglary, that matter most to local communities. This work has produced some very positive results. In the coming months we will continue to concentrate our efforts on those crimes that have a significant impact on the quality of life of Kent and Medway residents.

The Serious Acquisitive Crime Forum provides a management structure for tackling these crimes. It is an inter-departmental group which works with our partners to find potential solutions to specific types of crime. In doing so it seeks to learn from successful initiatives, both local and national, and progresses those which have the potential to improve our performance. The Forum also looks to how our neighbourhood policing resources can support community based crime reduction projects.

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

Our Partnership and Crime Reduction (P&CR) department is currently working on a range of initiatives to tackle burglary, vehicle crime and robbery across Kent and Medway. It also co-ordinates our 'Safer' campaigns which tackle seasonal crimes.

Key areas of work over the coming months include:

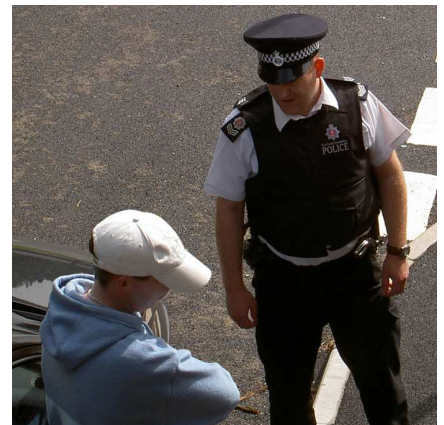
- **Ultra Violet (UV) custody suites** - UV detection units are being installed in all custody units within Kent Police. This is so that we can more easily detect forensic security marking solutions painted onto personal property. Once the UV detection units are installed, all people arrested will be scanned for such evidence whilst passing through custody. We are continuing to promote the use of a wide variety of security marking methods to the public and deliver crime prevention advice;
- **distraction burglaries** - we continue to work with a wide range of agencies to help develop and promote good practice. Our referrals to the HandyVan and HomeSafe schemes are continuing to increase, ensuring that elderly and vulnerable people receive advice and assistance in order to feel secure in their homes;
- **theft from motor vehicle** - the most common items stolen are power tools, handbags, mobile phones, satellite navigation systems and audio equipment. We continue to focus on these aspects of vehicle crime and keep the public updated on effective crime prevention measures; and
- **street robbery** - we continue to investigate each robbery on an individual basis and monitor trends for significant changes. An improved communications strategy is being developed to increase public awareness.

Criminal damage and anti-social behaviour

We will continue to work with our partners such as local councils to identify communities where high levels of anti-social behaviour and criminal damage are impacting on public confidence and take joint action to resolve issues. We will feedback to communities on what we are doing and the result of those actions.

Neighbourhood Policing teams and our partners in local Community Safety Units (CSUs) have already begun to talk to their local communities and look for solutions to the issues that concern them most. The Joint Problem Solving database and the use of joint problem solving techniques is supporting this work.

By working in partnership, a range of powers available to the police and other organisations, such as local authorities, can be used to tackle problems.



8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

Last autumn we introduced Neighbourhood Task Teams (NTT) to provide tactical support to our NHP teams. The teams are made up of one Sergeant and five Constables and are used to provide support where it is most needed. Their role is to tackle larger, longer-term issues which affect communities, such as anti-social behaviour and criminal damage. Initially we introduced 6 teams across Kent and Medway. Since their introduction they have made a real difference to communities by reducing crime and anti-social behaviour. Whilst the teams have only been in place for a short time, our research suggests that people feel more confident about how we are addressing local problems. This evidence has helped us to secure funding from Kent Police Authority for a further 8 teams. This will allow us to deploy a team in each District from autumn 2009.

Community Safety Units

Community Safety Units have been established across Kent and Medway to further develop partnership working between the Force and other local organisations in order to deliver community safety.

The Units are staffed by police officers and staff working alongside colleagues from our partner agencies such as local authorities. They work together from one location to co-ordinate the delivery of the 'Community Safety Strategy' and Community Safety Partnership (CSP) priorities through partnership working.



A number of teams are already in place across the county but we are working with our partners to establish more so that ultimately, where it is cost effective to do so, each District will have a CSU of its own. The intention is for the Units to follow a standard model across the county but with some flexibility to adapt to local needs.

The Units deliver:

- swifter and more comprehensive enforcement action;
- reductions in repeat business such as criminal damage and anti-social behaviour through enforcement and by deterring offenders through education and environmental improvements;
- increased public confidence through joint media initiatives highlighting successes;
- more effective uses of joint resources and powers; and
- improved links between agencies allowing for the exchange of information and intelligence.

Youth crime

During 2008, there has been a decrease in youth related anti-social behaviour and crime. This is linked to a number of measures we have put in place including:

- the force-wide development of neighbourhood policing;

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

- the development of media campaigns under the “Safer” brand;
- support for youth diversion programmes;
- ongoing educational activities and joint activities with partner agencies aimed at early intervention; and
- reducing alcohol/drug abuse/unauthorised absence from school.

The Partnership and Crime Reduction unit is currently developing a Kent Police ‘Children and Young Person Strategy’ to support the aims of several Government papers on children and young people. The strategy will form the basis of a Kent Police Children and Young Person framework to be included in the Kent Police ‘Every Child and Young Person Matters Strategy’.

We will progress the longer-term Government objectives of improving inter-agency working, intervening appropriately where children and young people are at risk, using appropriate enforcement powers and reducing youth offending by 20 per cent by 2020.

In support of these objectives we will ensure that:

- all police officers and staff understand the five ‘Every Child Matters’ (ECM) outcomes and are able to apply them appropriately when working with children and young people;
- all police officers and staff understand the relationship between the police and our partner agencies and how/when to refer issues relating to children and young people to them; and
- we continue to support improvements to joint working with partners and develop ways of sharing information and good practice in support of Every Child Matters outcomes.

8.2.2. Ensuring a high detection rate

Measurement	Target 2009/10	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	No less than 32%	32.0%
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 62%	60.3%

Increasing sanction detections

The first contact that a member of the public has with the police is a crucial point in the process and influences the final outcome. Over the next year we will seek to build upon our consistently improving performance to further enhance the service that we deliver. Our Central Crime Reporting Unit (CCRU) is a key department within this process. We are introducing a stronger management structure, overseen by a Detective Chief Inspector, which will improve initial investigations and make more staff available at peak times of demand. This will lead to better and more timely capture of evidence, and increase the number of crimes that we detect.

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

In order to provide an enhanced service to the people of Kent and Medway we will seek to increase the number of crimes that we attend. This will improve the initial capture of evidence and information.

Following a force-wide review we have identified a number of diverse and successful crime investigation initiatives being used across our policing areas. We have captured these and formulated best practice policies which will be adopted across the Force and put us at the forefront of crime investigation.

We will co-ordinate and champion best practice to inform corporate guidance, structures and strategies that provide the best opportunity to investigate and detect crime across Kent and Medway.

Hate crime

We 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.'

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 that policing area.

We also work closely with our partners to improve the identification, investigation and prevention of hate crimes and incidents. By doing this we seek to ensure that the public know that hate crime is unacceptable. Our focus is on delivering a service that improves customer satisfaction, confidence and reassurance and reduces the number of repeat victims.

The Hate Crime Satisfaction policy introduced in January 2008 to complement our existing Hate Crime policy has proved to be very successful. It 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 2008 there has been a continued improvement in the number of hate crimes we have detected and we intend to build upon this during 2009/10. We are focused on the needs of the victim and use results from our User Satisfaction Surveys to understand, from the victim's perspective, how we can continue to improve our service.

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

8.2.3. Tackling repeat victimisation and repeat offending

Measurement	Target 2009/10	Baseline
Rollout of Multi-Agency Risk Assessment Conferences (MARACs)	Increase to 6 (one per policing area)	2
The number of drug users referred to the Drug Interventions Programme and assessed by that team	Increase by 10%	334

Domestic abuse

The Government defines domestic abuse as "Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality." This includes issues of concern to black and minority ethnic (BME) communities such as so called 'honour based violence', female genital mutilation (FGM) and forced marriage. It occurs across society regardless of age, gender, race, sexuality, wealth and geography.

The lives of millions of people are blighted by it every year. Government figures show that one in four women and one in six men will be a victim of domestic abuse in their lifetime with women at greater risk of repeat victimisation and serious injury. Up to one in ten women suffer domestic abuse in a given year according to statistics compiled by the Council of Europe in 2002. Nationally, every week two women are killed by partners or ex-partners. It is generally a hidden crime with victims often feeling that they are alone and unable to break free of the abuse. We are continuing to work hard to reassure victims that they are not alone and that the perpetrators of domestic abuse can be brought to justice.

It is essential to identify those victims who are the subject of repeated abuse and make appropriate interventions to protect them. We have successfully reduced the number of repeat victims over the last four years from around 40 per cent to 22 per cent. We have also seen a steady increase in reported incidents, showing a greater trust amongst victims that the authorities will intervene and support them.

We are committed to ensuring that victims of domestic abuse are protected and perpetrators are effectively managed. We are continuing to work with our partners through the Kent and Medway Domestic Violence Strategy Group to maximise support and intervention opportunities.

Multi-Agency Risk Assessment Conferences (MARACs)

Our focus for the coming year will be on the highest risk victims - those victims more likely to be killed by their partners or ex-partners. To do this, we have successfully piloted Multi-Agency Risk Assessment Conferences (MARACs) in Medway and Maidstone. Over the next year, together with our partners, we will be rolling out MARACs across Kent and Medway. This will ensure we focus on high risk victims by carrying out risk assessments and putting appropriate safety plans in place.

We will also continue to work with our partners through the Kent Criminal Justice Board on the development of Special Domestic Violence Courts. These will ensure victims of domestic abuse are supported by committed and knowledgeable professionals in the Criminal Justice System.

8. Our priorities 2009/10

8.2. Effectively tackling crime and anti-social behaviour

Offender Management Units (OMUs)

In order to implement the recently adopted Integrated Offender Management strategy Offender Management Units have been established across Kent and Medway to work with those offenders who are responsible for a disproportionate amount of crime. This innovative development has introduced skilled teams to work closely with the Probation Service and other agencies to jointly manage our most problematic offenders. This development has been achieved by utilising existing police staff and making better use of our resources.

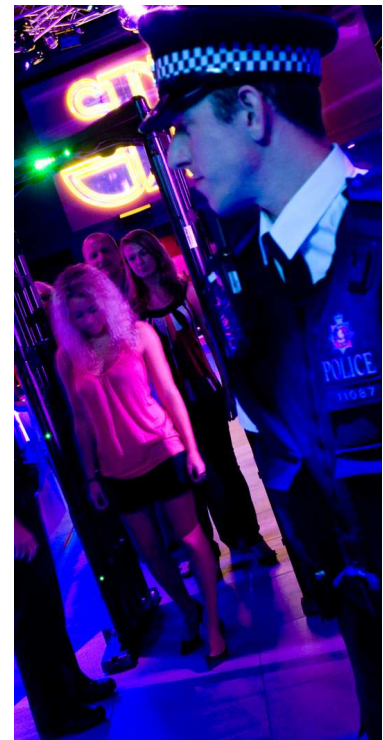
The teams will focus their efforts on reducing re-offending by providing the appropriate level of support to offenders, working with other agencies to divert them away from crime, or by taking swift enforcement action. They will work closely with Neighbourhood Policing Teams, local authorities and other partners to ensure that they have a detailed knowledge of the activities and whereabouts of offenders. We will develop close working relationships with our partners in the Criminal Justice System and ensure that intelligence is shared between us to better manage the offending behaviour of those who pose the highest risk of re-offending.

Drug and alcohol related crime

Over the last 12 months we have continued to tackle the harm caused across Kent and Medway by drugs and alcohol. We have successfully reduced the number of drug or alcohol-related violent crimes taking place in the night-time economies across the county by nearly 11 per cent.

We have achieved this by working with partners such as Safer Business Partnerships to tackle issues within the night-time economy. Our recent "Safer Winter" programme included a number of alcohol-related preventative activities. Many police-led initiatives have been aimed at targeting crime such as the detection of drug use in pubs and clubs. We will continue to use these proven tactics in order to further increase the safety of those enjoying the vibrant night life offered by our towns and cities. We also support the work of the Kent County Council Alcohol Select Committee and the Medway Drugs and Alcohol Scrutiny Committee.

We have also focused our efforts on tackling the harm caused by drugs. We have disrupted a large number of organised crime groups and large-scale drug operations have been successful in a number of police areas. Key to this has been a well structured programme of community-based work to support neighbourhoods. One operation in particular has been nominated for a national award and the experience that we have gained from it will be used to plan further initiatives. Expert witness training has improved the quality of evidence produced for drug investigations.



In the coming months we will be working closely with the Kent Community Alcohol Partnership (KCAP) in which we are significant partners with Kent Trading Standards. The Partnership aims to change attitudes to drinking among young people, support retailers to reduce sales of alcohol to underage drinkers and help communities to tackle alcohol related problems. Initially the initiative will focus on three pilot areas in Thanet, Canterbury and Sevenoaks.

8. Our priorities 2009/10

8.3. Protecting the public



A key priority for the police service is to ensure that it deals effectively with terrorism, serious crime and other major challenges to public safety. These services are described as 'Protective Services' and were highlighted by Her Majesty's Inspectorate of Constabulary in 2005 as needing to be strengthened by all police forces in order to respond effectively to the modern challenges facing the UK. There are ten Protective Services:

- counter-terrorism;
- serious and organised crime;
- major crime;
- critical incident management;
- public order;
- civil contingencies;
- strategic roads policing;
- firearms;
- domestic extremism; and
- public protection, which includes missing persons; investigating domestic and child abuse and the management of violent and sexual offenders.

Through the on-going development of our Protective Services capability we are ensuring that we protect the public.

8.3.1. Developing our Protective Services capability

Measurement	Target 2009/10	Baseline
Percentage of definitions from ACPO Protective Services Minimum Standards met	Increase to 80%	67.5%

Our performance in respect of delivering Protective Services is measured against a set of minimum standards drawn up by the Association of Chief Police Officers (ACPO). The standards, known as ACPO Protective Service Minimum Standards, require us to consider our processes and our assets as part of our needs assessment. We are also assessed against HMIC Specific Grading Criteria (SGC). It is through this scrutiny process that all forces are held directly accountable to the Government for their performance in relation to the Protective Services.

HMIC also require forces to produce Protective Service action plans to identify and prioritise for action those areas with the highest need. Their purpose is to develop any 'high need' areas by January 2009. We have achieved this target and are now developing plans, along with all other forces, to address any remaining needs by 2011. In order to ensure that we have the capacity to effectively deliver Protective Services, we have developed a robust process where 'high need' areas are identified through a dynamic threat and risk assessment process and development plans then drawn up to tackle them.

8. Our priorities 2009/10

8.3. Protecting the public

We recognise that we can make greater and faster progress by working jointly with other forces. For nearly two years, we have been working in partnership with Essex Police to develop and implement a co-ordinated and integrated strategic command capability, and improve the operational delivery of policing to the Thames Estuary, seaports, airports and the strategic road network. We also collaborate with other neighbouring forces in England and partners on the Continent.

The Force's Protective Services Development Programme, overseen by senior officers and the Kent Police Authority, ensures that we:

- assess our current ability to deliver the minimum required level of service in each of the Protective Services;
- conduct a Threat and Risk Assessment to identify where we may be vulnerable in our delivery; and
- develop a Protective Service Development Plan for each Protective Service based upon the findings from each of the above.

Whilst we have put in place our development plans, we understand that our compliance responsibilities do not end there. We maintain an overview of each Protective Service to ensure that our plans reflect emerging threats, changes in national standards and any other relevant developments. A review process ensures that we maintain our performance against existing and developing standards.

The Prevent strategy

In response to the threat of terrorism, the Government has developed a counter-terrorism strategy known as CONTEST. Prevent features as one of the four strands along with Pursue, Prepare and Protect. Nationally, Prevent is the fastest changing strand and its strategic aim is to stop people becoming or supporting terrorists or violent extremists.

Locally, our 'Prevent Strategy' sets out how we are addressing this threat to improve the security of Kent and Medway. We have made good progress in our work to stop people becoming or supporting violent extremists but we recognize that there is still more to be done.

In order to meet our duty as set out in the latest national Prevent guidance we are working with our partners, including local authorities and others, in a strategic partnership which has clear and tangible milestones for success and reflects local needs.

Our programmes of action will identify, and provide support to, vulnerable individuals, disrupt those who promote violent extremism, work with institutions where radicalisers may be active and support sections of communities to resist the challenge from radicalisers. This will be achieved by:

- analysing our local communities, in collaboration with our partners, so that we have an in depth, and continually developing knowledge of their make up and how they are changing in response to migration;
- assessing and monitoring the level of risk that violent extremism represents;
- training and tasking our neighbourhood teams to produce 'neighbourhood profiles', identify Key Individual Networks (KINs) and to engage with their communities; and
- continuing to develop strong working relationships with government departments and the Regional Counter Terrorism Unit.

8. Our priorities 2009/10

8.3. Protecting the public

Communication is vital to guide and support Prevent activity. It is important that the way in which we communicate counters, rather than fuels, what extremists say. We plan to develop a communications strategy which will take into account the work of our key partners and develop a deeper understanding, particularly amongst our frontline staff.

We have produced a local Prevent Delivery Plan for use in each of our six policing areas. The Plan will help us and our partners to identify and prevent violent extremism, improve the quality and quantity of intelligence information gathered, operate more efficiently, improve our ability to develop intelligence in key areas of highest risk; and enhance the coordination of operational activity in support of the Prevent agenda.

8.3.2. Protecting the public from serious and organised crime

Measurement	Target 2009/10	Baseline
The number of serious violent crimes per 1,000 population	Reduce to 0.49 per 1,000 population in Kent	0.53 per 1,000 population in Kent
	Reduce to 0.86 per 1,000 population in Medway	0.90 per 1,000 population in Medway

Protecting children from abuse

Promoting and safeguarding the welfare of children and young people is a top priority for us. The 'Every Child Matters: Change for Children' agenda, introduced following an enquiry into the death of Victoria Climbié, led to the Children Act 2004 which requires all relevant partners, including Kent Police and the Kent Police Authority, to co-operate to ensure improved outcomes for children and young people in order that they can:

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

This means that the organisations involved with providing services to children have teamed up and developed new ways to share information and work together to protect children and young people from harm and to help them achieve their potential.

These outcomes are at the heart of everything we do. We will work with our partners across Kent and Medway to deliver them through local authority-led Children's Trusts and Local Safeguarding Children's Boards as part of the annual Children and Young People's Plan. We will continue to be an active member of both of these forums, contributing to their work by ensuring that the welfare of children and young people is paramount in all aspects of our service.

8. Our priorities 2009/10

8.3. Protecting the public

During 2009/10 we will set the strategic vision and delivery plan for 'Every Child and Young Person Matters'. Priorities and actions in the Plan will focus on the key deliverables from the Children Act 2004. This will include senior level commitment, training, inter-agency working, safer recruiting and vetting, information sharing and the impact assessment of services against the particular needs of children and young people.

We have committed significant specialist resources to protect children. These have been focused particularly on dealing with abuse within families, including extended families, as this is where the majority of abuse occurs. During 2009/10 we are looking to widen our focus to include all sexual exploitation.

Over the coming year we will be developing policy to ensure consistency and improved capability to target paedophiles and, more importantly, identify 'hidden' victims suffering abuse now. We will also continue to work with partners to educate children across the county so that they can protect themselves when using the Internet.

Protecting the public from violent and sexual offenders

We are committed to the investigation of serious violent and sexual offences and the management of those who pose the greatest risk to the public. We have invested a significant amount of new resources into this difficult area of policing. Whilst we acknowledge that it is not possible to prevent all re-offending or eradicate all risk, the increase in staffing has reduced re-offending of registered sexual offenders and ensured that accurate, timely and relevant risk management plans are in place within 24 hours.

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

Although we are pleased to have seen a reduction in re-offending rates for Registered Sexual Offenders (RSOs), we are now keen to be more proactive around registration offences and preventative orders. We will also develop new working practices to ensure that those RSOs who go missing are vigorously pursued and all reasonable opportunities to find them are exploited. This will make it clear to RSOs that we will administer strictly our management responsibilities of them. In this way, our top priority of protecting the public will be more effectively realised.

Rape and serious sexual assault

We have well established policy and procedure in place to deal with rape and serious sexual assault. Every victim will be dealt with by a fully trained officer available 24 hours a day, 7 days a week, 365 days a year. Our priority is the health needs of those subjected to these crimes including health screening and access to counselling services. We know that by supporting victims there is more chance that they will feel able to assist the police investigation process and maximise the likelihood of bringing the offender to justice. It is estimated that as many as 80 per cent of all victims of sexual crime do not come forward. It is only by building victim confidence that the police will be trusted to take forward allegations of sexual crime.

8. Our priorities 2009/10

8.3. Protecting the public

As part of our support for this process we are working with health colleagues and other partners to develop Sexual Assault Referral Clinics (SARCs). These are suites which provide victims with all the services that they need in one place and in a sensitive and effective way. Kent currently has one SARC meeting the needs of victims in the west of the county. It is based at Darent Valley Hospital in Dartford.

The services include:

- early forensic evidence collection and medical examination;
- formal and informal interviewing;
- referral for sexual health screening and counselling; and
- self-referral facilities for victims who do not wish to make a formal report to the police.

Serious and major crime

Kent Police's Major Crime Department (MCD) takes responsibility for the investigation, case preparation and court process of all offences of murder, attempted murder, conspiracy to commit such crimes, rapes (where the identity of the offender is unknown), kidnap, extortion and product contamination. It continues to build upon its reputation for the management and successful conclusion of investigations of major crime.

Our newly formed Cold Case Team investigates historic cases. The team uses new investigative techniques, particularly in the field of forensic investigation, and has achieved some notable successes.

Serious and Organised Crime Unit

The Serious and Organised Crime Unit (SOCU) and the Serious Economic Crime Unit (SECU) continue to investigate organised crime groups operating at county, regional and national level by working closely with partner agencies from both the private and public sector.



The focus of the Serious and Organised Crime Unit (SOCU) is to incapacitate Organised Crime Groups (OCGs), particularly those involved in the distribution of drugs, human trafficking and burglary. The unit also provides us with the investigative expertise to manage terrorist enquiries, linking directly with Special Branch and the Metropolitan Police's Anti-Terrorist Branch (SO13).

Identity theft

Thieves steal personal information such as a name, date of birth or address from those with a clean identity and use it to obtain goods or services fraudulently. They may also steal, or make copies of, credit and debit cards and either use them to make purchases or as a form of identification.

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8.3. Protecting the public

The majority of the frauds committed in this way are investigated by the financial institutions directly affected by them. However, the fact that economic crime is becoming more prevalent has been recognised at a national level through the Association of Chief Police Officer's representative on the national Fraud Working Group. In response, work is set to commence at a regional level in order to facilitate collaborative working between forces in order to tackle this important issue.

Management of Police Information

The Management of Police Information (MoPI) Code is a statutory code introduced in November 2005 as part of the Government's response to the recommendations of the Bichard Inquiry into the circumstances surrounding the Soham murders. The Code, and its accompanying guidance, ensures that there are consistent procedures for the management of police information across all forces. It does this by regulating how the police service obtains, records, shares, retains and destroys information.

A dedicated project management team is currently working towards full implementation of the guidance in Kent by 31 December 2010. This work includes putting in place the necessary business and system changes, providing training and introducing strategies and policies to enhance our capability around records management and audit. We are also actively involved in collaboration at national and regional level in order to define and implement the standards that support the MoPI Guidance.

Implementation of this guidance will provide many benefits to the Force both in terms of how we share information with other forces and partners and how we store, manage and make use of it in the prevention and detection of crime across Kent and Medway.

8.3.3. Making the roads safer

Measurement	Target 2009/10	Baseline
The number of adults (aged 16 and over) killed or seriously injured in road traffic collisions	Reduce to 668	670
The number of children (aged 15 and under) killed or seriously injured in road traffic collisions	Reduce to 58	65

Making the roads of Kent and Medway safer is achieved by working towards five strategic themes. Working with our partners we will:

- deny criminals the use of the roads;
- reduce death and serious injury;
- tackle the threat of terrorism;
- reduce the anti-social use of vehicles; and
- patrol the roads to enhance public confidence and provide assistance.

Together we have already achieved the Government's target to reduce the number of people killed or seriously injured on our roads by 40 per cent by 2010. We are committed to reducing this number still further and in order to help us to do so we have recently established a Strategic Casualty Reduction Partnership. The Partnership will be developing and running initiatives over the next 12

8. Our priorities 2009/10

8.3. Protecting the public

months to reduce the number of people killed and seriously injured. These initiatives will focus on speeding, drinking and drug driving, the wearing of seatbelts and the use of mobile phones whilst driving. The Partnership will also be working to reduce death and serious injury within vulnerable groups such as young people aged between 17 and 24, cyclists and pedestrians and motorcyclists.

A multi-agency casualty reduction partnership (CaRe Partnership) also has a tactical delivery group and co-ordinates initiatives to reduce road casualties in line with the agreed strategic objectives. For example, research commissioned by the partnership showed that whilst motorcycles make up only one per cent of vehicles on the road, motorcyclist's account for nearly 25 per cent of all people killed and seriously injured. As a result various resources including unmarked motorcycle's equipped with the latest camera and speed detection equipment are deployed to deter and educate motorists.

There has been an increase in the occasions that Operation Stack has been implemented during 2008 to accommodate the parking of cross Channel freight vehicles on the M20 during industrial action or bad weather. The Kent Police Roads Policing Unit has been developing new measures with partners to reduce the impact these incidents have on businesses, the travelling public and local communities. These measures have included the regulation of traffic by using a bespoke temporary queuing system along the A20 at Aycliffe to help congestion, and assist in making the air quality better for people in Dover. The introduction of a multi-million pound contra-flow system has also assisted the movement of local traffic at J11 of the M20.

As the main gateway to Europe, 1.7 million vehicles cross the Channel and pass through the county each year. 46 per cent of those vehicles are commercial freight vehicles. This figure is due to rise above the national average over the next five years. Despite this, Kent currently has the lowest number of people killed or seriously injured on our roads in the South-East region.



8. Our priorities 2009/10

8.4. Making best use of our resources

Our aim is to deliver a high quality policing service which represents value for money, whilst remaining effective and efficient. In the current economic climate we know that it is increasingly important for us to make the best use of our resources and to maximise our productivity. We will continue to exploit ways of making efficiency and productivity savings and feed them directly into front-line policing across the county in order to deliver the best possible service to our communities.

8.4.1. Demonstrating increasing efficiency

Measurement	Target 2009/10	Baseline
Use of Resources (URE) Assessment	Achieve Level 3	Level 3
The value of recurring cashable savings	£1.5m	£1.49m

Efficiency and Productivity Strategy

The 'Efficiency and Productivity Strategy for the Police Service 2008/11' published by the Home Office in February 2008 requires police authorities to achieve efficiency gains worth at least 9.3 per cent of revenue costs over three years. This equates to a three per cent saving in 2008/09 and each of the two subsequent years. For Kent Police Authority this means cumulative efficiency savings of £29.4 million by March 2011.

Achieving significant cashable improvements in efficiency and productivity by 2011 is key to the police service's mission of delivering community safety. However, the level of policing revenue grants set for the period 2008/11 means that achieving this will be challenging. Our aim is to achieve £1.5 million of recurring cashable savings in the revenue budget over the next twelve months.

The key objectives of our 'Efficiency and Productivity Strategy' for 2009/10 are to:

- release both resources and money to re-invest in front-line policing;
- achieve a Level 3 in the URE Assessment;
- demonstrate increasing efficiency;
- support and develop our workforce; and
- maximise the efficiencies and productivity of the Force as measured by the Force Performance Plan.

In the longer term we aim to:

- be assessed at Level 4 in the URE Assessment by March 2012; and
- achieve the Home Office target of 9.3 per cent by March 2011.

Achieving our aims

We intend to achieve our aims by introducing new ways of working which will free up resources for us to re-invest in other areas through both operational and corporate service projects.

8. Our priorities 2009/10

8.4. Making best use of our resources

Examples include:

- aligning supply and demand through a refined Resource Allocation Model (RAM) and a review of shift patterns;
- maximising Best Value through our continuous improvement programme which includes Performance and Operational Reviews (PORs), Post Implementation Reviews (PIRs), and Business Improvement Reviews;
- lean management which identifies and eliminates waste which we have already successfully trialled through a review of our forensic services;
- the establishment of a Business Centre based in North Kent designed to deliver cashable savings;
- the use of mobile data terminals to reduce bureaucracy and improve efficiency;
- sharing specialist services through collaboration with other forces; and
- developing the skills of our workforce through a leadership and development programme.

Force Development Plan

The Force Development Plan for 2009/10 sets out how we will ensure continuous improvement in support of our strategic ambitions to improve public confidence and crime reduction. The Force Development Unit will ensure that we have efficient and effective processes and that our budget is spent in a way that best supports front-line policing.

Our Development Plan aims to ensure that Kent Police is fit for purpose to deliver high quality policing services. There are three key aspects to the Plan:

1. capability programme – we will be identifying ways of increasing efficiency, improving working practices or identifying savings for re-investment, through benchmarking ourselves against other forces and reviewing our processes. We plan to do this through collaboration, both with Essex Police and other forces in the south east, and by making sure that we eliminate waste and bureaucracy;
2. change management – we will ensure innovation is encouraged and effectively managed through controlled project, risk and change management. This will ensure that we are spending public money wisely and are accountable for it; and
3. understanding our business – we will be developing and documenting our policing procedures so that we provide a corporate service and guidance for our staff.

Continuous improvement programme

Our statutory duty to secure continuous improvement is being effectively discharged through a comprehensive joint Force and Authority Continuous Improvement Programme. This consists of several complementary strands comprising Business Improvement Reviews; Post Implementation Reviews (PIRs) and evaluations and Performance and Operational Reviews (PORs).

In the last year a Best Value Review of Analytical Support resulted in a service improvement plan to enhance efficiency and effectiveness. We are also in the final phase of a separate change programme following a review of support services. This has delivered a new Business Centre which will provide a range of human resource functions at a single site, maximising our resources and reducing overheads. This has also provided further opportunities to work collaboratively with Essex Police enhancing the efficiencies and benefits to be achieved.

8. Our priorities 2009/10

8.4. Making best use of our resources

Our Continuous Improvement Programme is being developed further to include a comprehensive programme of Organisational Support Reviews (OSRs) which will aim to deliver significant savings for the Force in the next 2 years. These form part of a new Force Development Programme aimed at maximising efficiency and improving services to support increased performance.

Our PIR programme will now include full reviews and project closure reports based on a cost/benefit assessment. These will continue to inform our development programme through the identification of best practice and will be supported by common standards for project and programme management through our new policing model.

The relationship between the different strands of our Continuous improvement programme is crucial in order to reduce possible overlap and maximise the opportunities identified. The programme also takes account of external and wider inspection activity, such as Her Majesty's Inspectorate of Constabulary and Audit Commission scrutiny to ensure the greatest overall benefit is achieved from the programme.

Collaboration

In order to continually improve the service that we offer without increasing costs we are making the most of working with other police forces to find new ways of working. This includes comparing our costs and pooling our resources when it is appropriate to do so.

As part of the development plan to improve efficiency and effectiveness, we are committed to continuing our strategic alliance with Essex Police. This collaboration continues to find ways to provide additional resilience in our Protective Services and to identify savings to be re-invested into front-line service delivery.

The Force and Authority have committed to a further three year programme of work with Essex Police. In particular this will focus on a continuing programme of Organisational Support Reviews. These have proved to be successful in achieving financial savings and improving our processes in support services over the last year. The reviews systematically benchmark our costs and processes across both forces to identify the best, and most cost effective, way of providing support services to policing. One outcome of these reviews has been the creation of a Joint Procurement Unit acting on behalf of both forces, ensuring we minimise the cost of buying goods and services for both organisations.

Collaboration also has direct benefits for operational policing. The agreements we have with Essex to share our specialist staff across both forces in times of peak demand have provided greater capacity and resilience to investigate serious crimes. The use of the Essex Police helicopter has enabled us to find individuals such as missing persons more quickly and safely than before.

We plan to develop these agreements further, both with Essex and other neighbouring forces where appropriate. We aim to re-invest staff or funds into providing front-line response and neighbourhood policing whilst ensuring sufficient specialist resources to protect our county from serious crime and organised criminality.

We will also be working with other forces in the South East region (Hampshire, Surrey, Sussex and Thames Valley). This work will identify if there are any other areas in Protective Services or back office support where we can be more efficient providing the services collaboratively, with another force or across the whole region.

8. Our priorities 2009/10

8.4. Making best use of our resources

Environmental Strategy

In 2007, the Force and the Police Authority launched the 'Environmental Strategy for 2007-2011'. It set out the principles for minimising any adverse impact on the environment, using sustainable resources, making our employees aware of our impact on the environment, working with our partners and using eco-friendly alternatives.

In 2008/09 we had many successes in these areas including:

- the introduction of mobile data terminals in police cars at North Kent and West Kent has saved police officers time and fuel costs by minimising the need to travel back to police stations in order to obtain information. Following the success of our pilot schemes we will be rolling these terminals out across Kent and Medway over the coming year;
- we have recycled 12 tonnes of paper and cardboard and 200 tonnes of confidential waste; and
- we have established a formal arrangement for recycling waste metal. In the last ten months we have recycled ten tonnes of metal and used the funds raised to help offset other environmental recycling costs.

Over the coming year we will continue to make progress by:

- introducing Code 5 Smart Utility Meters across the Force. These will allow energy usage to be monitored remotely and significant increases in consumption identified and investigated. This means we can have more control over the energy we use;
- using geothermal energy to supplement the heating at the new North Kent PFI police station;
- replacing oil-fired boilers across the Force with more economical gas-fired boilers; and transferring our vehicle fleet to diesel fuel.

The Special Constabulary

Special Constables are part-time volunteer officers. As such they are an important link between the police service and the public. They represent both the community within the police and the police within the community.

Special Constables known as Specials, work alongside, and have the same powers as our regular officers. Acknowledged as an extremely professional and cost effective addition to the regular service, an investment of as little as four hours a week makes an invaluable contribution to both the Force and the local community. Our team of 350 officers currently volunteer, on average, 5,550 hours per month.

8. Our priorities 2009/10

8.4. Making best use of our resources



Our Special Constables can undertake a range of tasks and duties such as liaising with communities, tackling anti-social behaviour, policing special events, managing traffic, roads policing, drugs enforcement and developing crime prevention initiatives.

In July 2006 the Association of Chief Police Officers (ACPO) ratified the 'National Special Constabulary Strategy' and implemented the National Implementation Plan. Overall we are working in line with the requirements of the plan with work taking place over the next year to bridge any gaps and to further develop the service that the Special Constabulary delivers to the people of Kent and Medway.

Volunteers

Following efforts to increase volunteering across the public sector, we have developed a reputation both regionally and nationally for an innovative Police Support Volunteer Programme. We have utilised, to full potential, the large number of people who want to contribute to their community by volunteering.

The aim of the volunteer programme is to develop a sustainable, effective and efficient programme for the provision of Police Support Volunteers that enhances our service to the community. Our Police Support Volunteers support one of three areas: customer care and satisfaction, supportive services or community co-ordination. Currently volunteers assist with a range of functions including neighbourhood watch, front counter, personnel support and mystery shopping.

A longer-term objective is to broaden the role of volunteering so that we can explore opportunities for our staff to participate in volunteering opportunities within the community as part of a corporate responsibility initiative.

Kent Police Community Safety Accreditation Scheme

The Community Safety Accreditation Scheme (CSAS) was established nationally to give Chief Constables the power under the Police Reform Act 2002 to accredit organisations working towards improving community safety. Where appropriate, it gives them the limited use of police powers. We have been innovative in using the CSAS to provide an enhanced response to the policing needs of Kent and Medway communities. The programme will continue to maximise community engagement and collaborative partnership opportunities over the next three years.

Procurement

We have a transparent, open and fair procurement process that complies with Local Government and Competition Acts as well as European Union Directives. Kent Police Authority and the Chief Constable are jointly responsible for ensuring that all goods and services are supplied in the most cost effective way and meet our operational needs. However, being cost effective does not necessarily mean choosing the cheapest option and we maintain a balance between cost and quality. When we are purchasing or disposing of goods or services, the Force and the Police Authority take into account the environmental impact wherever it is practicable to do so.

As part of our continuing collaboration with Essex Police, we are merging our respective procurement teams. This will allow both forces to increase efficiency and standardise policies and procedures

8. Our priorities 2009/10

8.4. Making best use of our resources

incorporating all the good practice currently existing in each force. It will also provide a sound platform from which to explore potential benefits gained from the increased resilience and the inevitable synergies of working together.

We also embrace the ACPO 'Procurement Strategy' and its six strands for improvement, including the area of diversity. Our commitment to developing our staff through professional training regimes continues. This is now particularly important as the demand for good procurement staff has increased markedly and we need to be able to compete for, and retain, our staff.

8.4.2. Supporting and developing our workforce

Measurement	Target 2009/10	Baseline
The short-term sickness rate for police officers and police staff	Reduce to 32.4 working hours lost per member of staff	35.5 working hours lost per member of staff
The completion rate of Personal Development Reviews (PDRs) <i>within 60 days</i> for police officers and police staff	Increase to 80%	78.3%
The completion rate of Personal Development Reviews (PDRs) <i>for eligible</i> police officers and police staff	Increase to 100%	90.5%
The number of black and minority ethnic police officers	Increase to 115	110
The percentage of police officers in supervisory and management ranks (Sergeant and above) who are female	Increase to 20%	18.1%

Human Resources and Training Plan

Policing is a people intensive public service where over 80 per cent of the Force's annual costs are spent on officer and staff salaries. We recognise that a committed and motivated workforce is the key to providing higher levels of performance and achieving public confidence.

Human Resources (HR) must connect to front-line policing in a more direct manner and deliver a range of services that adds demonstrable value, helping to support and develop our staff. This will include health and wellbeing, HR planning, learning and development, career progression, reward and benefits, recruitment and selection and employee relations.

Line managers are critical to the successful delivery of HR services. They are the link between good people management and improved performance, and as such, the channel through which most of our services are delivered. Our Leadership Academy represents one of a number of options to strengthen the HR/line management relationship.

As well as our annual targets, in the longer term we will focus on supporting the 'National Police Improvement Agency's 'Policing Strategy for England and Wales' by making a commitment through our own plans that will cover the critical strategic areas of:

- **Career progression** – including the efficient and effective nurturing of talent and enabling all colleagues to fulfil their potential.

8. Our priorities 2009/10

8.4. Making best use of our resources

- **Leadership development** – through the unique approach of our Leadership Academy we will develop current and future leaders equipped to lead their teams, and our communities, through the special and often dangerous circumstances in which we frequently find ourselves.
- **Learning and development** – this is an ongoing priority for the Force delivering both initial training to our officers and staff and addressing their continuing professional development needs. Our annual training plan has been shaped by stakeholder consultation. It will set out some important priorities for 2009/10 including the delivery of strengthened training for Critical Incidents, Professionalizing the Investigative Process, new driver training standards and officer safety training including First Aid.
- **Employee relations** – as a Force we value our staff and enjoy excellent relations with staff associations. The recession will impact on the lives of our staff and we will ensure that our engagement techniques are capable of withstanding the hard times ahead. We will aim to maintain high levels of motivation and commitment from a workforce dedicated to achieving high levels of public confidence.
- **Managing and maximising performance** – we will ensure that we assist our policing areas to deliver high performance by making clear what is expected of them and what support we can offer.
- **Reward and recognition** – we will seek to play an active role in the development of pay flexibilities at a national level and ensure that fair systems of reward are in place locally. We recognise the continued value of non-remunerative recognition and the vital role it plays in motivating officers and staff to achieve high standards of personal and team performance.

Workforce by gender and ethnicity

In recognition of the value that we place on having a diverse workforce, we plan to recruit more black and minority ethnic police officers over the coming year. Our aim is to have 110 black and minority ethnic officers by March 2010. Additionally we plan to increase the representation of female officers in supervisory and management ranks (sergeant and above).

Number of police officers and staff (as Full-Time Equivalents) by ethnicity and gender as at 31 March 2009

	White			Minority ethnic		
	Male	Female	Total	Male	Female	Total
Police officers	2709.2	931.1	3640.3	85.6	22.0	107.6
Police staff	1183.1	1708.8	2891.9	28.5	49.7	78.2

9. Reporting our finances and performance

Finance

Kent Police budget by subject area

	2008/09 £'000	2009/10 £'000
Police pay	160,341	165,139
Police pensions	32,682	33,858
Support staff	82,861	87,673
Other expenditure	48,629	47,040
Gross revenue budget	324,513	333,710
Income from other sources	-57,694	-57,220
Budget requirement	266,818	276,490

Kent Police budget by policing activity

	2009/10 £'000
Crime	
Reducing Crime	15,673
Investigating Crime	118,400
Policing in the Community	
Promoting Public Safety	96,542
Assistance to the Public	43,300
Other	2,575
Budget requirement	276,490

9. Reporting our finances and performance

Kent Police budget by directorate

	2009/10 £'000
Local policing	167,603
Area Operations	16,097
Specialist Operations	37,055
Force Communication Centre	18,107
Organisational Management	30,956
Kent Police College	13,118
Information Services	11,368
Finance and Administration	-24,189
General	6,148
Seconded Officers	32
Police Federation	195
Budget requirement	276,490
Kent Police Authority Budget	276,490

Audit and inspection

Audit and inspection processes are integral to our Continuous Improvement Programme, ensuring that high standards are achieved and maintained across key areas of our business.

We have achieved national standards in all of Her Majesty's Inspectorate of Constabulary (HMIC) inspections over the past year, including the development and embedding of Neighbourhood and Citizen Focus Policing and recognition of the sophistication of our Major and Serious Crime management.

All recommendations made to us by HMIC are prioritised with progress through to completion monitored by our Inspection and Performance Review Team, working closely with the respective service owners. This allows us to develop effective working practices and enhance our service delivery to the people of Kent and Medway.

As part of our drive for continuous improvement we will embrace the opportunities presented through external inspection to raise our standards even higher and be recognised as one of the leading forces nationally. We will achieve this by being forward thinking in our planning, ensuring that the required standards are an integral part of our daily business and making sure that our staff are clear about the part they play in delivering an excellent service and how they contribute to Force performance.

9. Reporting our finances and performance

Internal inspection is an essential part of our Continuous Improvement Programme and is discharged through a dedicated team who carry out seven Performance and Operational Reviews (PORs) each year. PORs focus on policing areas and particular themes within operational policing. These can be relatively broad, examining the way in which performance is being managed and the quality of front-line service delivery, or take a narrower, but more in depth look at a specific subject to ensure efficiencies and effective practice are being achieved.

The team identify areas for improvement and recommendations that are converted into a development plan for the service owner, which is subject to a three and six month review to ensure that satisfactory progress is being made. The reviews also identify good practice that is then shared across the organisation.

HMIC Neighbourhood Policing and Citizen Focus

The Force was graded as 'meets the standard' in respect of both neighbourhood policing and citizen focus following inspection by HMIC during 2008/09. This means that the Force is complying with the standards set for all forces.

HMIC acknowledged that neighbourhood policing had been implemented to a consistent standard across the Force and recognised that some innovative solutions had been put in place. Effective community engagement is taking place, communities are being routinely consulted and sustainable plans are in place for the ongoing development of neighbourhood policing.

In respect of citizen focus HMIC reported that the ethos is embedded and once again recognised the Force's innovative approach. It was noted that the Force has an effective procedure for dealing with complaints regarding quality of service and is striving to deliver a positive experience to the people of Kent and Medway.

9. 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. Unless otherwise stated the latest data available (April 2008 to March 2009) have been provided and compared to data from the same period in 2007/08. The latest results for 2008/09 are yet to be audited. As of the 1 April 2009, these indicators are no longer set in statute.

Statutory Performance Indicators		Apr 2007 - Mar 2008	Apr 2008 - Mar 2009
SPI 1.1	Percentage of users that are satisfied with the overall service provided by the police	81.1%	84.8%
SPI 1.2	Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided by the police	80.1% White 77.1% BME	84.8% White 83.4% BME
SPI 1.3	Satisfaction of victims of racist incidents with the overall service provided by the police	76.0%	82.0%
SPI 1.4*	Overall satisfaction with the contact had with the criminal justice system by victims and witnesses of crime whose cases reach the point of an offender being charged	U/A	80.0% ¹
SPI 2.1*	Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime issues in their area	U/A	48.3%
SPI 2.2*	Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues in their area	U/A	48.9%
SPI 2.3	Percentage of the public who think the police in their area are doing a good job	49.8%	50.7%
SPI 2.4*	Percentage of the public who are confident that the Criminal Justice System as a whole is effective	U/A	36.7%
SPI 2.5*	Percentage of the public who are confident that the Criminal Justice System as a whole is fair	U/A	56.4%
SPI 3.1	Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population	15.4% : 3.6%	9.0% : 3.6%
SPI 3.2	Percentage of female police officers to the overall force strength	25.4%	25.7%
SPI 4.1	Percentage of people who perceive a high level of anti-social behaviour in their local area	15.4%	16.9%
SPI 4.2*	Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	20.7%	28.8%
SPI 4.3	Percentage of people who perceive drug use or drug dealing to be a problem in their local area	21.5%	25.7%
SPI 5.1*	Number of most serious violent crimes per 1,000 population	U/A	0.6
SPI 5.2*	Number of serious acquisitive crimes per 1,000 population	13.4	12.2
SPI 5.3*	Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	U/A	6.7
SPI 5.4*	Number of domestic homicides per 1,000 population	0.0	0.0

9. Reporting our finances and performance

Statutory Performance Indicators		Apr 2007 - Mar 2008	Apr 2008 - Mar 2009
SPI 5.5*	Number of gun crimes per 1,000 population	0.1	0.1
SPI 5.6*	Number of serious violent knife crimes per 1,000 population	U/A	0.3
SPI 6.1*	Percentage of most serious violent offences brought to justice	U/A	20.2%
SPI 6.2*	Percentage of most serious acquisitive offences brought to justice	14.5%	17.5%
SPI 6.3*	Sanction detection rate for racially and religiously aggravated crimes	43.8%	58.8%
SPI 6.4*	Percentage of serious sexual offences brought to justice	31.8%	38.9%
SPI 7.1*	Number of deliberate (i) primary and (ii) secondary fires per 10,000 population	(i) 8.9 (ii) 18.3	(i) 7.5 (ii) 14.4
SPI 8.1	Value of cash forfeiture orders and confiscation orders per 1,000 population	£1,886.86	£994.58
SPI 9.1	(i) Number of people killed or seriously injured in road traffic collisions (ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled	(i) 821 (ii) 5.1	(i) 762 (ii) 4.7
SPI 10.1*	The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period	U/A	KCC area 0.5 ² Medway 0.3 ²
SPI 11.1*	Rate of proven re-offending by adults under Probation supervision	Data currently unavailable	
SPI 11.2*	Rate of proven re-offending by young offenders aged 10 - 17	U/A	KCC area 31.1% ² Medway 35.5% ²
SPI 11.3*	Number of first time entrants to the Youth Justice System aged 10 - 17	KCC area 2,469 Medway 526	KCC area 2,194 ³ Medway 480 ³
SPI 12.1*	Delivery of net cashable, efficiency and productivity gains	U/A	4.4%
SPI 13.1	Percentage of hours lost due to sickness for police officers	3.8%	3.7%
SPI 13.2	Percentage of working hours lost due to sickness of police staff	4.3%	4.1%

* New measure as of April 2008. Historical data have been provided where possible.

1. Data relates to the period October 2007 to March 2008.
2. Data relates to the period January 2008 to December 2008.
3. April 2008 to March 2009 data are currently provisional.

10. References

External documents

Analysis of Policing and Community Safety:

<http://police.homeoffice.gov.uk/performance-and-measurement/assess-policing-community-safety/>

Association of Chief Police Officers: <http://www.acpo.police.uk/>

Audit Commission Police Use of Resources: <http://www.audit-commission.gov.uk/>

Community Safety Accreditation Schemes: <http://police.homeoffice.gov.uk/community-policing/citizen-focused-policing/community-safety-accredit-scheme/>

Crime and Disorder Reduction Partnerships:

<http://www.crimereduction.homeoffice.gov.uk/regions/regions00.htm>

Equality Standard for Local Government:

<http://www.idea.gov.uk/idk/core/page.do?pageId=5145192>

Every Child Matters: <http://www.everychildmatters.gov.uk/>

Her Majesty's Inspectorate of Constabulary Inspection Reports:

<http://inspectors.homeoffice.gov.uk/hmic/inspections/>

Home Office: <http://www.homeoffice.gov.uk/>

Independent Police Complaints Commission: <http://www.ipcc.gov.uk/>

Integrated Offender Management:

<http://www.gos.gov.uk/gose/communitySafety/673723/806419/>

Kent Community Alcohol Partnership:

<http://networks.csip.org.uk/alcohol/Topics/Latest/Resource/?cid=4871>

Kent Criminal Justice Board: <http://lcjb.cjsonline.gov.uk/Kent/home.html>

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

National Policing Improvement Agency: <http://www.npia.police.uk/en/index.htm>

National Policing Priorities: <http://police.homeoffice.gov.uk/publications/national-policing-plan/strategic-policing-priorities>

Policing Green Paper 'From the neighbourhood to the national: policing our communities together': http://police.homeoffice.gov.uk/publications/police-reform/Policing_GP/

Policing Pledge: <http://www.kent.police.uk/Policing%20pledge/Policing%20pledge.html>

10. References

Public Service Agreements:

<http://www.crimereduction.homeoffice.gov.uk/crimereduction020.htm>

The Kent Agreement: http://www.kent.gov.uk/SocialCare/adults-and-older-people/supporting-people/the_local_area_agreement_2.htm

The Management of Police Information (MoPI): <http://www.npia.police.uk/en/8492.htm>

The Medway Agreement: <http://www.medway.gov.uk/index/council/policy/laa.htm>

The Victims' Code of Practice: <http://www.homeoffice.gov.uk/documents/victims-code-of-practice>

Force and Authority documents

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

Blueprint for Success

Environmental Strategy 2007/11

Every Child and Young Person Matters Strategy

Kent Police Service Standard

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

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

Equality Scheme 2008/11

<http://www.kent.police.uk/Diversity/Diversity%20pdfs/Single%20Equality%20Scheme%20May%202008.pdf>

Hate Crime Satisfaction Policy – Policy M62A:

<http://www.kent.police.uk/About%20Kent%20Police/policies/m/m062a.html>

10. References

Mapping of Kent Policing Plan 2009/12 to Home Office (HO) 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 objective reference	Policing Plan article reference	Page
8a Collaboration	Demonstrating increasing efficiency	Collaboration	42
8b Resources, efficiency and productivity	Demonstrating increasing efficiency Supporting and developing our workforce	Efficiency and productivity strategy	40
8c Inspection findings		Audit and inspection Developing our Protective Services capability	48 33
8d Protective Services	Developing our Protective Services capability	Developing our Protective Services capability	33
8e Local Area Agreements	Not applicable	The Kent and Medway Local Area Agreements	7
8f Workforce/staffing matters	Supporting and developing our workforce	Human resources and training plan Procurement	45 45
9a Consultation	Not applicable	Consultation	24
9b Costing	Demonstrating increasing efficiency	Efficiency and productivity strategy	40
9c Accessibility	Improving visibility and accessibility	The Force Communications Centre Neighbourhood policing	25 24
9d Reassurance and visibility	Improving public confidence Improving victim satisfaction Improving visibility and accessibility	Neighbourhood policing The Special Constabulary Volunteers	24 44 44
9e Equality and human rights	Ensuring a high detection rate Supporting and developing our workforce	Hate crime Promoting equality and diversity in service delivery and employment	30 20
9f Quality of service commitment	Improving public confidence Improving victim satisfaction Improving visibility and accessibility	Citizen focus Victim code Witness charter The Kent Police Service Standard	19 23 23 22
14 Best value performance plans	Not applicable	Human resources and training plan Finance Continuous improvement programme Statutory Performance Indicators	45 47 42 50

11. Glossary

A			
Association of Chief Police Officers	ACPO	Her Majesty's Revenue and Customs	HMRC
Analysis of Policing and Community Safety	APACS	I	
Anti-Social Behaviour	ASB	Integrated Offender Management	IOM
Automatic Number Plate Recognition	ANPR	Independent Police Complaints Commission	IPCC
B		Independent Advisory Group	IAG
Basic Command Unit	BCU	K	
British Crime Survey	BCS	Kent Police Authority	KPA
Business Improvement Review	BIR	Kent Police College	KPC
C		Kent Agreement 2	KA2
Criminal Justice System	CJS	Kent Community Alcohol Partnership	KCAP
Crown Prosecution Service	CPS	Kent Crime and Victimisation Survey	KCVS
Crime and Disorder Reduction Partnership	CDRP	Kent Criminal Justice Board	KCJB
Community Safety Partnership	CSP	L	
Counter-terrorism Strategy	CONTEST	Local Area Agreement	LAA
Central Crime Reporting Unit	CCRU	Local Criminal Justice Board	LCJB
Comprehensive Area Assessment	CAA	Legal Services Commission	LSC
Community Safety Unit	CSU	M	
Casualty Reduction Partnership	CaRE	Multi-Agency Risk Assessment Conference	MARAC
Community Safety Accreditation Scheme	CSAS	Memorandums of understanding	MOU
D		Multi-Agency Public Protection Arrangements	MAPPA
Drug Interventions Programme	DIP	Major Crime Department	MCD
E		Major Incident Room	MIR
Every Child and Young Person Matters	ECYPM	Management of Police Information	MoPI
Equality Standard for Local Government	ESLG	N	
Equality Standard for the Police Service	ESPS	National Policing Improvement Agency	NPIA
F		Neighbourhood Policing	NHP
Force Communications Centre	FCC	Neighbourhood Task Team	NTT
Force Development Plan	FDP	O	
Force Performance Plan	FPP	Offender Management Team	OMT
Full-time Equivalent	FTE	Offender Management Unit	OMU
G		Organised Crime Group	OCG
Government Office for the South East	GOSE	Organisational Support Review	OSR
H		P	
Her Majesty's Courts Service	HMCS	Partners and Communities Together	PACT
Her Majesty's Inspectorate of Constabulary	HMIC	Public Safety Unit	PSU
Home Office	HO	Prolific and Other Priority Offenders	PPOs

11. Glossary

Public Service Agreement	PSA
Private Finance Initiative	PFI
Primary Care Trust	PCT
Personal Development Review	PDR
Performance and Operational Review	POR
Post Implementation Review	PIR
R	
Registered Sexual Offenders	RSOs
Resource Allocation Model	RAM
S	
Strategic Policing Priorities	SPPs
Serious and Organised Crime Agency	SOCA
Service Level Agreement	SLA
Specific Grading Criteria	SGC
Sexual Assault Referral Clinics	SARCs
Serious and Organised Crime Unit	SOCU
Serious Economic Crime Unit	SECU
Suspicious Activity Report	SAR
Statutory Performance Indicator	SPI
U	
UK Borders Agency	UKBA
Use of Resources Assessment	URE
Y	
Youth Offending Team	YOT

12. Contact us

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

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 or if you need advice.

Deaf and speech impaired

You can report a crime by texting 60066.

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 and information.

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.

Citizens' Panel and Youth Panel

If you live in Kent or Medway and would like more information about becoming a Citizens'

Panel member please send an email to citizen.panel@kent.pnn.police.uk or call **01622 652663**.

If you are aged between 11 and 16 years, live in Kent or Medway and would like more information about becoming a Kent Police Youth Panel member, please send an email to

youth.panel@kent.pnn.police.uk or call **01622 652667**.

Feedback

Please contact the Kent Police Authority if you would like to provide us with feedback on this plan or if you have any questions as a result of reading it. This publication is also available from us in large print, other formats and languages.

You can contact us by:

- telephoning Kent Police Authority on 01622 677055;
- sending an email to: **Enquiries@kent.pnn.police.uk**; or
- writing to Kent Police Authority, FREEPOST MA1410, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB.

13. Appendix A – The Policing Pledge

The police service in England and Wales will **support law-abiding citizens** and **pursue criminals relentlessly** to keep you and your neighbourhoods safe from harm.

We will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated **neighbourhood policing team** is, where they are based, how to contact them and how to work with them.
3. Ensure your **neighbourhood policing team** and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least **80%** of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your **neighbourhood policing team** within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer **999** calls within **10 seconds**, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In **urban areas**, we will aim to get to you within **15 minutes** and in **rural areas** within **20 minutes**.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
 - if you are **vulnerable or upset** aim to be with you within **60 minutes**;
 - if you are calling about an issue that we have agreed with your community will be a **neighbourhood priority** and attendance is required, we will aim to be with you within **60 minutes**;
 - alternatively, **if appropriate**, we will make an appointment to see you at a time that fits in with your life and within **48 hours**; and
 - if agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
7. Arrange **regular public meetings** to agree your priorities, **at least once a month**, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide **monthly updates** on progress, and **on local crime and policing issues**. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge **any dissatisfaction** with the service you have received **within 24 hours** of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.