

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Councillor

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Darent Room, Sessions House, County Hall, Maidstone** on **Tuesday, 5th February, 2013, at 11.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 01622 694764

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

Councillor Gerry Clarkson	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Anthony Martin	Dartford Borough Council
Councillor Sue Chandler	Dover District Council
Councillor John Burden	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Annabelle Blackmore	Maidstone Borough Council
Councillor Mike O'Brien	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor David Monk	Shepway District Council
Councillor Andrew Bowles	Swale Borough Council
Councillor Mrs Iris Johnston	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor David Jukes	Tunbridge Wells Borough Council
Councillor Alex Perkins	Co-opted member - Canterbury City Council
Councillor Gordon Cowan	Co-opted member - Dover District Council
Councillor Ian Chittenden	Co-opted member - Maidstone Borough Council
Councillor Rupert Turpin	Co-opted member - Medway Council
Mr Dan McDonald	Independent Member
Mr Gurvinder Sandher	Independent Member

## **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1           Declarations of Interests by Members in Items on the Agenda for this Meeting
- 2           Minutes of Previous Meeting held on 29 November 2012 (Pages 1 - 4)
- 3           Decisions taken by the Kent Police and Crime Commissioner (Pages 5 - 6)
- 4           Police and Crime Plan, Draft Budget, Precept and Medium Term Plan (Pages 7 - 62)
- 5           Complaints Sub-Panel - Terms of Reference and Membership (Pages 63 - 64)
- 6           Dates of future meetings
  - 19 February 2013 (reserve date for reconsideration of the precept in case the Panel, on 5 February, votes to veto the proposed precept)
  - 9 April 2013
  - 4 June 2013
  - 10 September 2013
  - 5 November 2013

## **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Monday, 28 January 2013**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 29 November 2012.

PRESENT: Cllr Mrs A Blackmore (Maidstone Borough Council), Mr A H T Bowles (Swale Borough Council), Cllr J Burden (Gravesham Borough Council), Cllr Mrs S Chandler (Dover District Council), Mr I S Chittenden (Maidstone Borough Council), Cllr G Clarkson (Ashford Borough Council), Mr G Cowan (Dover District Council), Mr P M Hill, OBE (Chairman) (Kent County Council), Mr D Jukes (Tunbridge Wells Borough Council), Cllr T Martin (Dartford Borough Council), Mr Dan McDonald, Cllr D Monk (Shepway District Council), Cllr M O'Brien (Vice-Chairman) (Medway Council), Mr Gurvinder Sandher, Cllr P Todd (Canterbury City Council and Cllr R Turpin (Medway Council)

ALSO PRESENT: Mr G Hooper (Chief Executive), Ms K Nicholson (Policy and Research Officer) and Ms L Steward (Policy and Research Officer) Kent Police and Crime Commissioner's Office.

IN ATTENDANCE: Mr P Sass (Head of Democratic Services) and Mrs A Taylor (Research Officer to Scrutiny Committee)

**UNRESTRICTED ITEMS**

**1. Apologies and Substitutes**

*(Item )*

(1) The Head of Democratic Services reported apologies from the following Members:

Councillor Alex Perkins (Canterbury City Council)

Councillor Peter Fleming (Sevenoaks District Council)

Councillor Mark Rhodes (Tunbridge and Malling Borough Council)

**2. Election of Chairman**

*(Item 1)*

(1) The Head of Democratic Services (KCC) asked for nominations for Chairman of the Kent and Medway Police and Crime Panel.

(2) Councillor M O'Brien proposed and Councillor G Clarkson seconded that Mr M Hill be elected Chairman. No other nominations were received.

RESOLVED that Mr M Hill be elected Chairman of the Kent and Medway Police and Crime Panel.

**3. Election of Vice-Chairman**

*(Item 2)*

(3) The Chairman asked for nominations for Vice-Chairman of the Kent and Medway Police and Crime Panel.

(4) Mr M Hill proposed and Councillor R Turpin seconded that Councillor M O'Brien be elected Vice-Chairman. No other nominations were received.

RESOLVED that Councillor M O'Brien be elected Vice-Chairman of the Kent and Medway Police and Crime Panel.

#### **4. Minutes of the Meeting of the Shadow Panel held on 7 November 2012**

*(Item 4)*

(1) The Chairman referred to paragraph 13(3) – funding for the Panel and stated that he was pleased to confirm receipt of pro-rata funding for the Kent and Medway Police and Crime Panel for the remainder of the financial year. The host authority had been tasked with providing administration and support to the Panel and further investigation would be undertaken to determine the best way of providing such support. There was a possibility of providing a part-time officer through the Community Safety Unit which should be covered by the Home Office funding. Further discussions would be had with the Kent and Medway Councils if it was found that the funding would not be sufficient to cover such a resource.

RESOLVED that the minutes of the meeting held on 7 November 2012 were correctly recorded and that they be signed by the Chairman as a correct record.

#### **5. Appointment of Independent Co-opted Members**

*(Item 5)*

(1) The Head of Democratic Services introduced the report and explained that advertisements for the positions of the Independent Co-opted Members had been published in all the KM Group newspapers and Kent on Sunday. 20 applications had been received which had been shortlisted to 8 by the sub-group. Interviews had taken place at the end of October and the sub-group unanimously agreed to recommend Mr Dan McDonald and Mr Gurvinder Sandher as the Panel's two independent members.

(2) Following an invitation from the Chairman both Mr D McDonald and Mr G Sandher gave Members a brief introduction to their background and their aspirations to make a valuable contribution to Panel.

RESOLVED that the Kent and Medway Police and Crime Panel formally appoint Mr M McDonald and Mr G Sandher to the Panel for a term of four years.

#### **6. Introduction to the Commissioner**

*(Item 6)*

(1) The Chairman confirmed that the Panel was in place to be a check and balance on the work of the Commissioner but also to support the Commissioner for the good of policing in Kent.

- (2) The Chairman welcomed the newly elected Police and Crime Commissioner, Mrs Ann Barnes and offered his, and the Panel's, congratulations to her.
- (3) Following an invitation from the Chairman the Commissioner introduced herself to the Panel and briefly set out some of her aspirations for policing in Kent.
- (4) The Commissioner explained that a new era of police governance was evolving. She had a vision that would reach every family and every community and would promote visible community policing with a boost to rural policing. Politics would be kept out of police governance and there would be a relentless focus on cutting crime with further cuts to the police force being resisted.
- (5) The Commissioner explained to Members her promise of a Youth Commissioner which she hoped to have appointed by Easter 2013. She was also in the early stage of developing plans for local policing boards and was investigating methods of tracking crime to enable victims to be kept up to date. There was to be increased use of the internet and social networking and the Commissioner assured the Panel that she, and her staff, would co-operate fully with the Panel to work towards the best possible policing service for Kent and Medway.
- (6) Members of the Committee echoed their congratulations to the Commissioner and supported her plans, in particular the idea of a Youth Commissioner and a tracking tool for victims of crime. Members raised queries about the role of the Crime and Disorder Reduction Partnerships with the new Panels, but the Commissioner confirmed that a mapping exercise of the groups already in existence in Kent and Medway would be carried out before any proposals were put forward.
- (7) The Commissioner explained that she aimed to be the most accessible commissioner in the Country and invited Members to discuss their issues with her outside of the meeting. The Chairman wished her luck in her new role.

## **7. Terms of Reference, Panel Arrangements, Rules of Procedure**

*(Item 7)*

- (1) The Chairman explained to the Panel that these documents had been discussed and proposed by the Shadow Panel and they had also now been approved by each local authority in Kent and Medway.
- (2) One typographical error was reported which would be amended.

RESOLVED that the Kent and Medway Police and Crime Panel ratify the Terms of Reference, Panel Arrangements and Procedure Rules of the Panel.

## **8. Code of Conduct for PCP Members**

*(Item 8)*

RESOLVED that the Councillor Members of the Panel be bound by the Code of Conduct adopted by their own authority and that the Independent Members sign up to the 'Code of Conduct for Board Members of Public Bodies', as appended to the report.

## **9. Information Sharing Agreement**

*(Item 9)*

- (1) The Chairman explained to Members that this was an urgent item which had been placed on the agenda after publication of the papers as a result of the timing of the election and the need to consult the Commissioner on the joint document.
- (2) The Chairman offered his thanks to the former Kent Police Authority staff for their work on the document and explained that the Shadow Panel had had an exhaustive debate on the Information Sharing Protocol and that all comments made by the Shadow Panel had been incorporated into the document in front of the Panel.

RESOLVED that the Kent and Medway Police and Crime Panel agree the Information Sharing Agreement and authorise the Chairman to sign the document on behalf of the Panel as agreed on 29 November 2012.

## **10. Complaints Policy**

*(Item 10)*

- (3) The Chairman explained to Members that this was an urgent item which had been placed on the agenda after publication of the papers as a result of the timing of the election and the need to consult the Commissioner on the joint document.
- (4) The Chairman offered his thanks to the former Kent Police Authority staff for their work on the document and explained that the Shadow Panel had had an exhaustive debate on the Complaints Protocol and that all comments made by the Shadow Panel had been incorporated into the document in front of the Panel.

RESOLVED that the Kent and Medway Police and Crime Panel

- (5) Agree to delegate responsibility for initial registration, assessment, recording and disapplication (where applicable) of complaints to the Kent Police and Crime Commissioner's Chief Executive/Monitoring Officer
- (6) Establish a sub-panel with the following remit:
  - a. To deal with complaints where local resolution by the Police and Crime Panel is appropriate
  - b. To consider the arrangements to revise the interim complaints system after a suitable period of time
  - c. To determine the oversight and recording procedures for the Panel is establish
  - d. To ensure that the outcomes of the complaints process were used to inform organisational and individual learning and behaviour.
- (7) Agree the policy as laid out for the Kent Police and Crime Commissioner
- (8) Agree the policy as laid out for the Kent and Medway Police and Crime Panel.

**Office of the Kent Police & Crime Commissioner**

**List of Grade 3 Decisions**

<b>Ref. No.</b>	<b>Date</b>	<b>Responsible Officer</b>	<b>Decision subject</b>
1.	27.11.12	M Campbell	Establishment of an Audit Committee
2.	27.11.12	M Campbell	Decision Making Policy
3.	27.11.12	M Campbell	Scheme of Consent / Financial Regulations
4.	03.12.12	L Steward	Recruitment of Independent Members
5.	07.12.12	L Steward	Recruitment of Independent Custody Visitors (volunteers)
6.	10.12.12	M Campbell	Health & Safety Policy Statement
7.	18.12.12	L Steward	Appointment of External Legal Adviser

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

**Summary:**

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

**Introduction:**

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

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

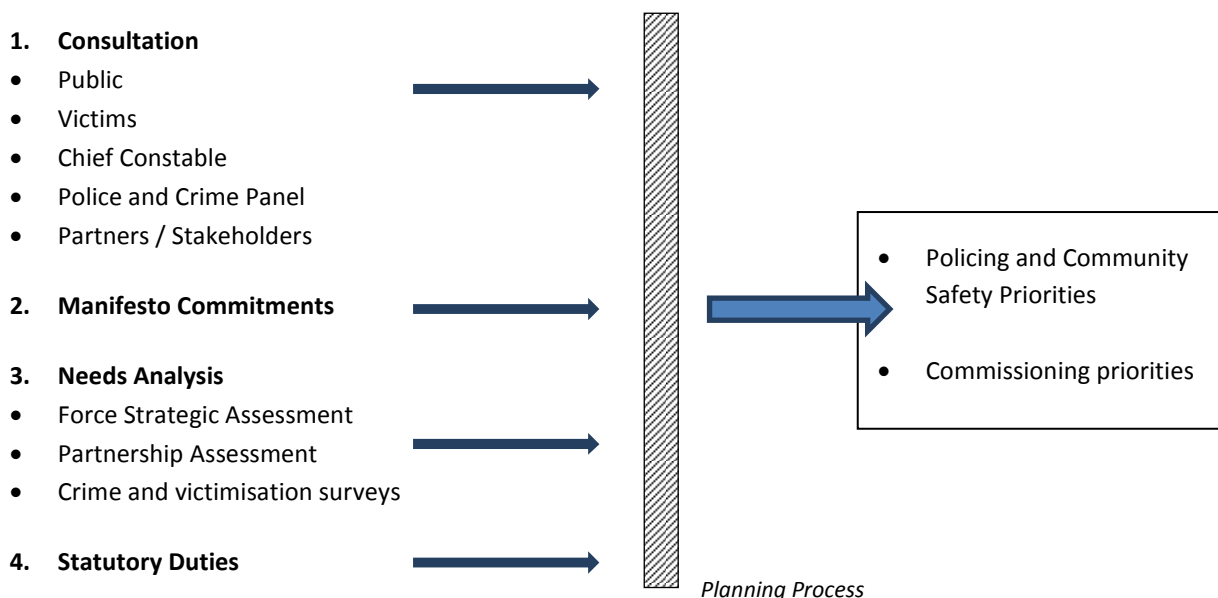
5. The timetable for the development of my first Police and Crime Plan has been very tight – largely as a consequence of statutory dates dictated by government. However, despite the challenges of these short timescales, my Plan has been through a robust programme of development that has included consultation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

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

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

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

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



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

**Priorities of the Plan:**

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

13. I am also determined to work with partners to build effective criminal justice arrangements and successful community safety partnerships and have therefore set partnership priorities in this regard:
- Tackling the root causes of crime and anti-social behaviour
  - Reducing reoffending
  - Improving joined-up working between agencies
14. I will work closely with the Chief Constable, Ian Learmonth, to make sure that these priorities are delivered, and I will hold Kent Police to account for how it performs in meeting the objectives I have set. As the priorities I have set are strategic in nature, I will ask the Chief Constable to demonstrate the actions and initiatives that Kent Police will deploy in order to support the delivery of this Plan. This may take the form of a Tactical Delivery Plan or any other form that the Chief Constable deems appropriate.
15. I have undertaken an Equality Impact Assessment of this Plan to ensure that the budget and priorities that I have set meet my duties under the Equality Act 2010. A copy of this Equality Impact Assessment is attached at Appendix C. I am confident that I have taken all steps necessary to ensure that both the communication and delivery of the Plan do not adversely impact equality of opportunity.

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

16. My Police and Crime Plan takes a new approach to performance management. Although I have set some high-level strategic ambitions to be achieved over the life of the Plan, there will no longer be in-year targets for Kent Police. I will instead focus on ensuring continuous improvement across five strategic outcome measures.
17. These five strategic measures focus on how Kent Police performs in the round. If Kent Police delivers against the priorities and objectives I have set within my Plan, I would expect all five of these indicators to show positive direction of travel. I will focus on sustainable performance improvements by monitoring performance data using techniques such as statistical process control (SPC).
18. I will also hold Kent Police to account across all areas of its performance. Management information will continue be collected across a range of operational performance indicators which contribute to the strategic measures I have set. I will monitor these closely as part of my governance and oversight arrangements.

#### **Policing Precept:**

19. For the 2013/14 financial year, I am proposing a policing precept of £141.47 for a Band D property. This represents an increase of 2% or 5.3 pence per week on last year's precept.
20. Despite this small increase, Kent's precept will remain significantly below the national average precept for a Band D property of £166<sup>1</sup>. For less than a penny per day, this increase will also allow me to meet my pledge to improve police visibility across the county.
21. During my election campaign, the people and businesses of Kent told me that their biggest concern was having access to a local, visible police presence. People wanted to see a greater

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

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

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

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

23. To assist the Panel and for information, I have asked my office to assemble a variety of supporting technical papers. Attached as Appendix D to this paper is the Chief Finance Officer's Budget Statement, with additional annexes as follows:
- a. Summary Medium Term Financial Plan (Revenue)
  - b. Proposed Capital Programme
  - c. Statement of Reserves (Revenue)
  - d. Normal Budget Analysis
24. In respect of item b above, the proposed capital programme, the schemes are listed in two categories, 'Green' and 'Amber'. This is merely to distinguish between schemes that have completed final checks on the respective business cases and thus can proceed ('Green') from those that are yet to complete that final stage ('amber'). In both cases I am content they meet my current policy priorities. However during the course of the year I am reserving my position to review the direction and focus of future capital spending.
25. In respect of item c above, the statement of reserves, I have taken the advice of my Chief Finance officer in sensibly classifying ear marked reserves as 'supporting change', 'risk management' and available for 'policy initiatives'. I have also accepted his advice on boosting provision for the cost of change given the funding challenges we face over the medium term. I am fortunate to inherit a sound and prudent approach to reserves and financial management from the previous Police Authority. Looking forward, I also draw on the (statutory) statement of the Chief Finance Officer on the robustness of estimates, adequacy of reserves and risk managements and financial control arrangements.

**Community Safety Grants:**

26. Within my Plan I have set out the Community Safety Grants I intend to make for the 2013/14 financial year. In determining where to allocate grants, I have considered the need to ensure stability for the forthcoming financial year due to the lack of planning time afforded to partners by government imposed timeframes.
27. In 2013/14 I will receive a Community Safety Fund from the Home Office totalling £1.3m. This represents an 11% reduction on the totality of grants received in Kent prior to this new fund. The Home Office have made it clear that this Community Safety Fund is a new fund to be allocated according to Commissioners' priorities and that all existing funding will cease.
28. However, I believe it to be important that our community safety partners are offered some degree of continuity in the short-term, pending longer-term commissioning decisions. For 2013/14 I had

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

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

### **RECOMMENDATIONS:**

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

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

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**DRAFT**

# The Kent Police & Crime Plan

April 2013 - March 2017

Kent Police is an important public body and must be answerable to the people it serves. As your elected representative, I will hold the Chief Constable to account for the delivery of policing in this county on your behalf.

During my election campaign I made a number of specific manifesto promises. These promises are core to this Police and Crime Plan. Each is deliverable and will be delivered, despite a 20% cut to funding over the next four years.

## My Promises to You:

- I will maintain a relentless focus on cutting crime and catching criminals.
- I will listen to your views and will establish mechanisms such as local policing forums to give you a say on how your communities are policed.
- I will ensure that victims are placed at the heart of the Police and the Criminal Justice System.
- I will fight any further cuts to the Police Grant in Kent to save neighbourhood policing.
- I will not privatise Kent Police.
- I will appoint a Youth Police and Crime Commissioner to ensure the voices of young people are heard.
- I will ensure local, visible, community policing is the bedrock of policing in Kent.
- I will boost police accessibility in rural areas by introducing mobile police stations.
- I will encourage innovation and new technology.
- I will seek to be the most visible, accessible and transparent Commissioner in the country and I will launch a comprehensive public engagement programme to deliver this.

**Ann Barnes**

Your Kent Police & Crime Commissioner

**60 MORE PCS**  
**20 MORE FFI ER**

**The Kent Police & Crime Plan  
2013 - 2017**

1. Introduction.....Pages 4 - 5
2. Factors Influencing this Police and Crime Plan.....Pages 6 - 7
3. Vision for Policing and Community Safety.....Pages 8 - 9
4. Policing and Community Safety Objectives.....Pages 10 - 19
5. Performance Objectives and Targets.....Pages 20 - 23
6. Finance and Resources.....Pages 24 - 29

**Kent  
Police is  
facing  
£53.2m of  
required  
savings**



# People of Kent

Welcome to my very first Police and Crime Plan as the Police and Crime Commissioner for Kent. Within this Plan, I will set out my vision for policing and community safety in Kent over the next four years and how I will work with others to ensure that this vision is achieved.

Kent Police is an excellent police force, and Kent is also fortunate to have effective criminal justice and community safety partnerships that work together to reduce crime and anti-social behaviour. However, there is always more that can be done to address criminality, and in my book, even one victim of crime is a victim too many. As Police and Crime Commissioner I will work tirelessly to ensure that Kent continues to be a safe place to live, work and visit.

The record books will show that Thursday 15 November 2012 was a significant day in the history of Kent Police. Not only did the residents of Kent vote for their very first Police and Crime Commissioner, but they helped ensure that Kent Police remains free from party political interference. The changes in police accountability introduced by the Police Reform and Social Responsibility Act 2011 will almost certainly be the most significant for a generation. I am proud and privileged to have been elected to serve the residents of Kent and to ensure that the public's voice is heard in how the county is policed.

I would like to take this opportunity to express my gratitude to those who supported me during my election campaign, and to the many individuals that I met across the county who inspired me to victory. I was truly humbled by the confidence that local people have placed in me. Within my role I remain committed to being visible and accessible. I will not be a bureaucrat hidden away behind a desk, but will instead be ready to listen to the communities and individuals I serve.

I will be a Commissioner for everyone in the county, whether you voted for me or not.

My vision is clear – as Police and Crime Commissioner I represent every family and community in the county. Your crime and community safety problems are my problems and I will work with you and others to solve them.

As Police and Crime Commissioner I have significant powers to ensure the effective delivery of policing and community safety across Kent. I do not take these powers lightly, and I will ensure that I hold Kent Police to account for delivering an efficient and effective police service. However, it is important for me to acknowledge the difficult financial climate within which I present this Plan. I have identified key priorities for service delivery and spending based on realistic budget assumptions. However, should there be further significant cuts to the police grant in Kent, there would be implications not only for the ambitions and targets within this plan, but also for the nature, size and shape of the police force. That is why I will continue to strongly oppose any further cuts to police funding. Our policing service is vital to protecting communities from harm and I am committed to ensuring that services which matter, such as neighbourhood policing, continue to be at the heart of the police service in Kent.

I hope that you will continue to share your priorities and concerns with me over the next four years, and if you have any suggestions on this Police and Crime Plan, I would be very grateful to receive them.

*Best wishes,  
Ann*

**Ann Barnes**  
Your Police and Crime Commissioner

# 1. Introduction

This Police and Crime Plan is a four-year plan that covers the period from 1 April 2013 – 31 March 2017. Within it I have set out my vision and priorities for policing and community safety over this four-year period as well as the objectives and targets against which I will scrutinise the performance of Kent Police.

In developing this plan, I have been very clear about the impact that budget reductions could have on my aims and ambitions for Kent Police. Police resources are limited and shrinking. Over two thirds of our funding depends upon government grant, which could be cut by some 20% over the next four years as part of the Coalition Government's deficit reduction programme. I will be fighting hard to ensure we do not suffer an unfair share of grant cuts imposed by the government. However, the future financial picture for policing in Kent is uncertain and it may mean some difficult decisions need to be taken about how policing is delivered.

This Plan therefore sets out how Kent Police and others can work together to ensure that we continue to deliver excellent policing and community safety here in the county of Kent. It establishes those priorities that I believe, having considered many factors, are essential to an effective police service regardless of how much funding it has. In particular, I am committed to retaining visible, community policing at the heart of our policing model. However, if future cuts in police funding are even greater than expected, I may need to review the current policing model with the Chief Constable and revisit the objectives and targets of this Plan.

**The Plan also reflects my role and responsibilities as Commissioner, which include:**

- **Setting the strategic direction and objectives for Kent Police through this Police and Crime Plan**
- **Ensuring that Kent Police is efficient and effective**
- **Setting the Force budget and the policing element of council tax (police precept)**
- **Consulting and engaging with the public and specifically with victims of crime**
- **Holding the Chief Constable to account for the delivery of police and crime priorities**
- **Working in partnership with community safety and criminal justice agencies to deliver efficient and effective services**
- **Awarding crime and disorder reduction grants**
- **Dealing with complaints and other disciplinary matters regarding the Chief Constable**
- **Appointing and if necessary, dismissing the Chief Constable**
- **Providing information to the public**

The Chief Constable has a duty to have regard to this Police and Crime Plan when discharging his duties, and I will hold him to account for how well the Force performs against it. In developing this Plan I have recognised that the Chief Constable has operational independence over how policing is delivered. Nothing in this Plan seeks to interfere with that important notion. The priorities and objectives I have set are strategic in nature, and I will ask the Chief Constable to demonstrate the actions and initiatives that Kent Police will deploy in order to support the delivery of this Plan.

## The Kent and Medway Police and Crime Panel

As Police and Crime Commissioner, my actions and decisions are studied by a Panel of representatives from local councils. This Police and Crime Panel is a check and a balance on the powers granted to me by the Police Reform and Social Responsibility Act 2011 and the Panel has a duty to both support and challenge me in my role. This Police and Crime Plan was submitted to the Kent and Medway Police and Crime Panel and they have made recommendations on its content. Each Annual Report will also be provided to the Police and Crime Panel who will consider how well I am delivering against my priorities and objectives. I am committed to building a strong and positive relationship with the Panel to ensure we deliver the best possible outcomes for the people of Kent.



**The Chief Constable has a duty to have regard to this Police and Crime Plan when discharging his duties, and I will hold him to account for how well the Force performs against it.**

### **Reviewing this Plan**

I will review this Plan annually and will revise key sections accordingly. At the conclusion of each annual review I will produce an Annual Report which reports on progress in delivering my police and crime objectives. I will also keep this Plan under review in light of any recommendations made by the Police and Crime Panel, national guidance issued by the Home Secretary, changes in local priorities or significant reductions in police funding.

## 2. Factors Influencing the Police and Crime Plan

### Force Strategic Assessment

The Strategic Assessment is an intelligence-led assessment by Kent Police of what is expected to happen over the next 12 months. In particular, it sets out threats and opportunities around crime and anti-social behaviour.

### Strategic Policing Requirement

The Strategic Policing Requirement sets out the Home Secretary's view of the national threats that the Police must address, and capacity and capability police forces must have as a result. In developing this Police and Crime Plan, and in particular in allocating resources to the Chief Constable, I have had regard to the Strategic Policing Requirement.

### Views of Other Partners and Stakeholders

The police cannot reduce crime alone, and there are many partners and stakeholders who I will work closely with to achieve the vision and objectives set out in this Plan. This includes local authorities, criminal justice agencies, parish councils, the voluntary and community sector, diverse and minority communities, young people and other community representatives and organisations.

### Priorities of Community Safety Partnerships

I have a statutory duty to have regard to the priorities of Community Safety Partnerships (CSPs) when developing this plan. However, I do not see this as a static process, and will continue to engage with all partnerships so we can work together to drive the best possible outcomes for the residents of Kent and Medway. Community Safety Partnerships were consulted over the content of this Plan.



## My Manifesto Pledges

My manifesto promises to you are central to this Police and Crime Plan, and I will work closely with the Police and partners to deliver these.

**The Kent Police & Crime Plan**  
April 2013 - March 2017

Kent Police is an important public body and must be answerable to the people it serves. As your elected representative, I will hold the Chief Constable to account for the delivery of policing in this county on your behalf.

During my election campaign I made a number of specific manifesto promises. These promises are core to this Police and Crime Plan. Each is deliverable and will be delivered, despite a 20% cut to funding over the next four years.

**My Promises to You:**

- I will maintain a relentless focus on cutting crime and catching criminals.
- I will listen to your views and will establish mechanisms such as local policing forums to give you a say on how your communities are policed.
- I will ensure that victims are placed at the heart of the Police and the Criminal Justice System.
- I will fight any further cuts to the Police Grant in Kent to save neighbourhood policing.
- I will not privatise Kent Police.
- I will appoint a Youth Police and Crime Commissioner to ensure the voices of young people are heard.
- I will ensure local, visible, community policing is the bedrock of policing in Kent.
- I will boost police accessibility in rural areas by introducing mobile police stations.
- I will encourage innovation and new technology.
- I will seek to be the most visible, accessible and transparent Commissioner in the country and I will launch a comprehensive public engagement programme to deliver this.

**Ann Barnes**  
Your Kent Police & Crime Commissioner

## Public and Victim Consultation

The vision and objectives set out in this plan have been directly influenced by the people of Kent. Consultation with the public, and specifically with victims, on their expectations and experiences is at the heart of my manifesto.

## Views of the Chief Constable

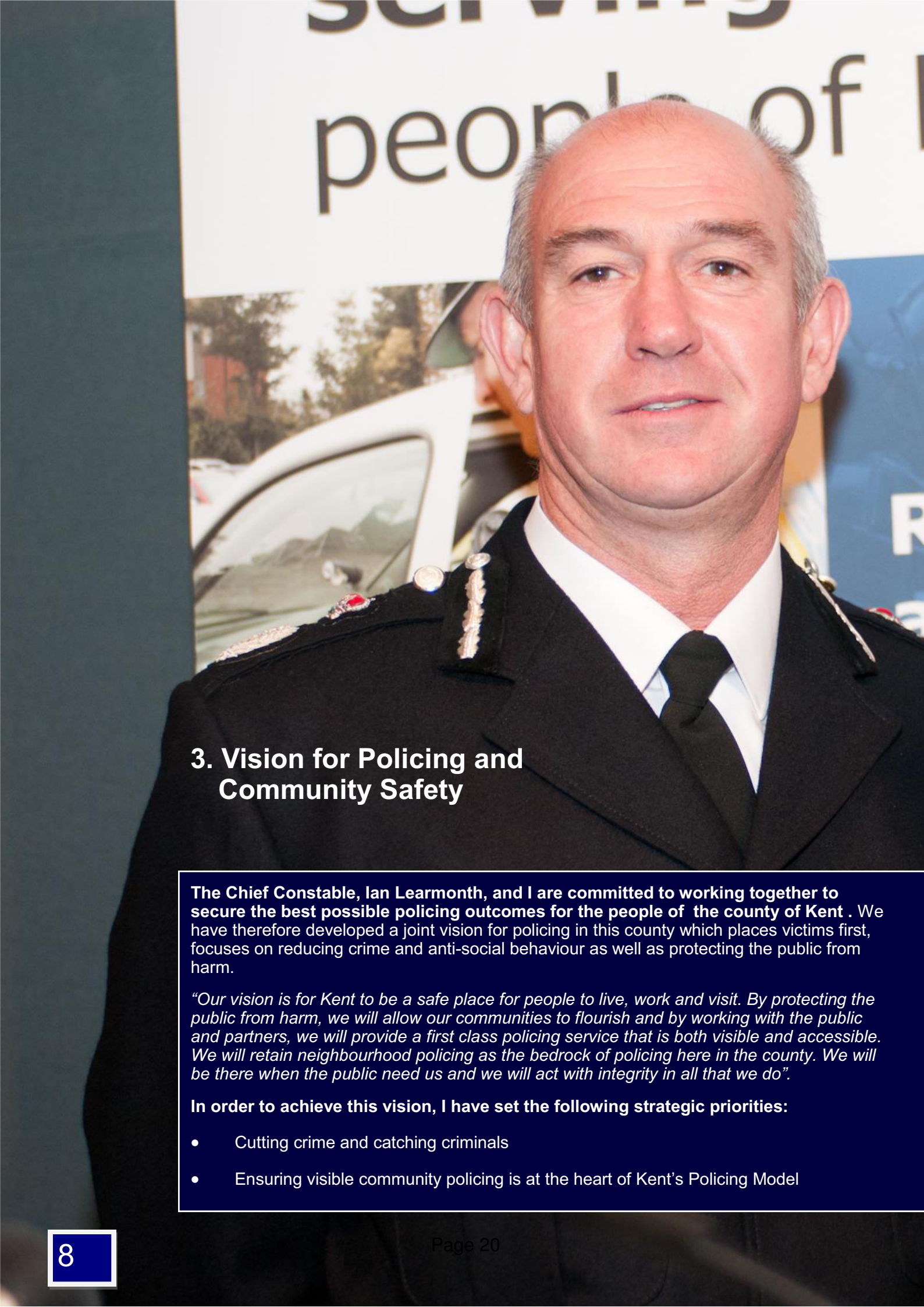
The Chief Constable is responsible for delivering against this Plan, and I have therefore consulted him closely in its development. I will hold him to account for the performance of Kent Police in delivering against my priorities and objectives.

## Police and Crime Panel

The Police and Crime Panel has powers and duties to scrutinise my decisions and to check that I have achieved my aims. The Police and Crime Panel were consulted during the development of this Plan and made recommendations on its content.

## Medium Term Financial Plan

This Plan recognises the consequences of the Coalition Government's deficit reduction programme on police grant funding. I have developed my priorities and objectives recognising that Kent Police may need to save £53.2m over the life of this Plan.



### 3. Vision for Policing and Community Safety

**The Chief Constable, Ian Learmonth, and I are committed to working together to secure the best possible policing outcomes for the people of the county of Kent . We have therefore developed a joint vision for policing in this county which places victims first, focuses on reducing crime and anti-social behaviour as well as protecting the public from harm.**

*“Our vision is for Kent to be a safe place for people to live, work and visit. By protecting the public from harm, we will allow our communities to flourish and by working with the public and partners, we will provide a first class policing service that is both visible and accessible. We will retain neighbourhood policing as the bedrock of policing here in the county. We will be there when the public need us and we will act with integrity in all that we do”.*

**In order to achieve this vision, I have set the following strategic priorities:**

- Cutting crime and catching criminals
- Ensuring visible community policing is at the heart of Kent’s Policing Model

# Kent

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- Putting victims and witnesses first
- Protecting the public from serious harm
- Meeting national commitments for policing
- Delivering value for money

I am also committed to working closely with community safety and criminal justice agencies across the county to ensure that a seamless service is provided to victims of crime and anti-social behaviour. In particular, I will focus on:

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

## 4. Policing and Community Safety Objectives

### Cutting Crime and Catching Criminals

I have pledged to maintain a relentless focus on cutting crime and catching criminals. This pledge includes anti-social behaviour (ASB), because for me, ASB is every bit as important as crime, and should be treated as such. Crime and ASB can significantly affect the quality of life of individuals and communities and through a mixture of enforcement and preventative work I will work to ensure that crime continues to fall in Kent and offenders are brought to justice.

#### **To deliver against this priority I will look to Kent Police and/or partners to:**

- Develop an approach to crime reduction that recognises trends in crime and focuses on long-term prevention activity as well as effective enforcement that brings offenders to justice.
- Attend all victim-based crimes and repeat or vulnerable victims of ASB, unless there is a specific request for the police not to attend.
- Improve systems for managing crime and ASB so that there is greater joined-up working between partner agencies and a more responsive service to disrupt and stop the ASB and criminality that blights communities.
- Focus on reducing crime that causes the greatest harm to the public, including domestic burglaries, violent crime (including domestic abuse) and sexual offences.
- Effectively target resources to tackle both the supply of and demand for illegal drugs. The police have an important role to play in targeting those who supply drugs and who engage in organised criminality, but I will also support initiatives to educate young people about the harm caused by substance misuse and programmes that seek to rehabilitate those who are drug or alcohol dependent.
- Tackle youth crime and youth victimisation. I will introduce a Youth Commissioner to provide a greater voice for the concerns of young people. They will work with the police and partners to implement better strategies for addressing crimes committed by, and against young people.
- Recognise the specific concerns of rural communities when deploying resources.
- Work with the business community to reduce the volume and impact of retail crime.
- Implement strategies that prevent repeat offending and victimisation.

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## **Ensuring Visible Community Policing is at the heart of Kent's Policing Model**

Visible community policing should be the bedrock of policing, and I am committed to finding new ways of keeping as many police officers and Police Community Support Officers (PCSOs) in the neighbourhoods and communities of Kent as possible, even in the face of government cuts. Whilst the satisfaction of victims with the service they receive from Kent Police is high, I believe there is more that the police can do to improve engagement with communities. The National Crime Survey for England and Wales shows that residents in Kent are less likely to agree that the police can be relied to be there when needed, deal with the things that matter or understand community concerns than other similar forces nationally. I will maintain a relentless focus on ensuring that the police are responsive to your priorities and address the issues that matter to you most.

### **To deliver against this priority I will look to Kent Police and/or partners to:**

- Increase the proportion of time officers spend on frontline activities, particularly those that are visible and accessible to the community.
- Continue to recognise Police Community Support Officers (PCSOs) and Special Constables as an important part of the policing family, and find better ways of engaging with other community resources such as Community Wardens and Neighbourhood Watch Schemes. I will increase the number of PCSOs in the communities of Kent, even in the face of government cuts.
- Listen to the public and respond quickly and effectively to community issues. I will create mechanisms such as Local Policing Forums to allow communities to put their views forward and will ensure that the police are dealing with the things that matter to you most.
- Work closely with me and my office to develop a joint programme of community engagement.
- Increase the satisfaction of communities by improving the local policing service they receive and by maintaining high levels of standards, conduct and behaviour in every interaction with the public.
- Treat all individuals and communities fairly and with respect.
- Improve the accessibility of policing, particularly in rural areas by reviewing current access arrangements and utilising a fleet of mini-mobile police stations.
- Make appropriate alternative accessibility arrangements before any police station closure decisions are taken.
- Be relied upon to be there when needed by attending calls for service promptly and, whilst recognising geography, ensuring that response times are reflected across the county as a whole.
- Ensure that there is an effective and timely response to complaints made against Kent Police.


## Putting Victims and Witnesses First

I will ensure that victims are at the heart of the criminal justice system and that anyone who has suffered the misfortune of experiencing crime or anti-social behaviour is given the proper support they need. I will make sure that the policing service in Kent is victim-orientated in everything it does, and puts people before process. Victims should feel satisfied with the policing service they receive and should expect that the crime and anti-social behaviour they report to the police is dealt with efficiently and effectively and that preventative action is taken to resolve it.

During my election campaign I signed Victim Support's 'Five Promises to Victims and Witnesses'. I will honour the pledges I have made and when I am responsible for commissioning local victim's services from April 2014, I will ensure that this funding is allocated efficiently and effectively.

### **To deliver against this priority I will look to Kent Police and/or partners to:**

- Use victim survey results and public consultation to ensure that the entire organisation is victim orientated and provides a high quality service to those who report crime and anti-social behaviour.
- Focus on detecting and resolving crime and anti-social behaviour so that when a crime is reported victims feel confident in the response they will receive.
- Provide an effective service to those who have suffered Domestic Abuse, particularly those who are vulnerable or nervous of the criminal justice system. I will support the commissioning of a county-wide service for Independent Domestic Violence Advisers and will encourage all partners to meet their full funding obligation for this service.
- Support victims and witnesses through the criminal justice system to reduce collapsed trials and increase the number of successful convictions.
- Ensure victims are regularly updated on progress in dealing with the crime and anti-social behaviour they have reported.
- Meet the standards set out in the national Victim's Code of Practice and Witness Charter as well as Victim Support's 'Five Promises to Victims and Witnesses'.



Ann Barnes engaging with the Public on BBC Radio Kent

## Protecting the Public from Serious Harm

In allocating resources to the Chief Constable I have recognised the need to balance the delivery of visible community policing with effective services that tackle serious and organised crime and protect the public from harm. The activities of organised crime groups can cause serious harm to individuals and communities. Policing activity that is often invisible to the public ensures that these criminal groups are closed down and their assets seized. In their day to day work the police also deal with more than just crime. Of all incidents reported to the police last year, crime represented only 24% (January – December 2012). Dealing with missing persons, road traffic collisions and welfare concerns are critical services provided by the police that make our communities and roads safer.

### **To deliver against this priority I will look to Kent Police and/or partners to:**

- Disrupt and dismantle those serious and organised crime groups that have the potential to cause most harm to communities in Kent.
- Work together to prevent violent extremism and radicalisation in our communities through the PREVENT programme.
- Undertake both enforcement and preventative activity to reduce the number of those killed or seriously injured on Kent's roads, particularly through the Kent and Medway Casualty Reduction Partnership.
- Protect victims from domestic abuse through effective partnership arrangements.
- Ensure that effective Multi Agency Public Protection Arrangements (MAPPA) are in place to manage violent and dangerous offenders.
- Bring offenders of serious violent crime and sexual offences to justice through robust investigative processes.
- Work together to improve the services offered to victims of sexual assault by expanding the provision of Sexual Assault Referral Centres (SARCs).
- Provide an effective response to reports of missing people, and work with partners to ensure that the root causes of disappearance are addressed.
- Encourage better reporting of, and investigation into, all forms of hate crime.
- Ensure that there are effective joined up arrangements for the safeguarding of children and protection of vulnerable adults.

## Meeting National Commitments for Policing

I am very conscious of my obligations under the Strategic Policing Requirement and I see it as vitally important that Kent Police can contribute towards the policing of national threats as well as dealing with local issues. When allocating resources to the Chief Constable I have ensured that sufficient resources are available to meet national policing requirements. I will also ensure that I hold the Chief Constable to account for his responsibilities under the Strategic Policing Requirement.

### **To deliver against this priority I will ensure that Kent Police:**

- Has the capability and capacity to respond to national threats.
- Makes the appropriate contribution to resourcing national threats in partnership with other forces.
- Meets requirements for national consistency in relation to its specialist capabilities.

**Kent  
Police is  
facing  
£53.2m of  
required  
savings**

## Mobile Police Stations

I have pledged to introduce a fleet of mobile police stations that will help to boost rural policing as well as make it easier for communities to access the policing services they need.

The introduction of these mobile police stations is just one part of a wider accessibility programme that I will seek to introduce to make sure that you are able to contact the police when you need to. Accessibility is not just about having access to a physical police station, but about knowing who your local officers are, where they will be and how you can contact them when you need to.

## Public Engagement

I am embarking on a huge public engagement programme. My main priorities will include:

- Listening
- Asking
- Informing
- Engaging
- Interacting
- Supporting

Using the latest technology and popular social media tools, I will interact with people of Kent, businesses, organisations and the traditional media to get a first hand appreciation of what they really feel and want from our Police Force now and in the future.

I will continue to travel frequently and regularly across Kent in “**Ann Force 1**” to meet people directly. There will also be a series of road shows and local forums to allow the Kent Public to really connect with me and my office.

Ann Force 1

Ann  
Barnes  
Meeting  
Listening  
Reaction



## The first ever Youth Police and Crime Commissioner

I am concerned that there is a growing disconnect between young people and what is perceived, by them, to be the 'establishment'. I remain committed to my election pledge to using part of my salary to employ a young person to help me to communicate with the young people of Kent. This individual will advise me on issues affecting young people, will liaise and communicate with youth groups, Youth Offending Teams, schools and colleges as well as have real involvement with all aspects of policing.

### **Independent police chief candidate will dip into her salary to pay for new youth commissioner position**

by **Marijke Cox**  
marijke.cox@archant.co.uk

**HOPEFUL** in the Police and Crime Commissioner race has vowed to give young people a voice if she is elected by creating a youth police commissioner post.

Ann Barnes, who is the chair of Kent Police Authority (KPA), the body which currently monitors the county's force, said it would be a paid job and open to all young people, from school leavers to 18-year students and unemployed youngsters.

"A police youth commissioner will create a link to those who really know what it's like to be a young person in Kent," she said.

"There are a lot of disenchanted young people out there and we need to give them a say in policing."

Next week Mrs Barnes made the announcement she would



**POLICE CANDIDATE:** Ann Barnes

stand for election to the KPA on November 22. They will set the budget, determine a policing strategy, and have the power to hire and fire the chief constable.

The annual salary is £85,000. Mrs Barnes launched her youth initiative during a visit to community radio Academy FM at the Folkestone Academy.

She pledged to use some of her own salary to fund the post.

"It would be a paid job, different to an internship, and it will last for a year," she said.

"I'll take someone new on each year and they will be the face of policing for young people - the person who will give them a voice."

Mrs Barnes said the idea stems from the suggestion of an independent Local Strategic Partnership (LSP) in 2007.

a really good idea. This is not just an electioneering gimmick," she said. "It will be something the young person can benefit from. They will gain experience and to have something like that on their CV would be brilliant."

"They will help me engage fully with young people the length and breadth of the county. So often young people say they feel isolated from the work of the police. My youth commissioner initiative will bridge the gap."

Mrs Barnes said if she is elected the youth post would be in place by April 1, following an open recruitment process.

She said the youth commissioner will be a paid job, different to an internship, and it will last for a year.

"I'll take someone new on each year and they will be the face of policing for young people - the person who will give them a voice."

Mrs Barnes said the idea stems from the suggestion of an independent Local Strategic Partnership (LSP) in 2007.

She said the youth commissioner will be a paid job, different to an internship, and it will last for a year.



**Kent  
Police is  
facing  
£53.2m of  
required  
savings**

You have asked for more visible policing, so in the face of a possible £53.2m of savings there will be....



## We will deliver “Value for YOUR Money”

To meet the vision and priorities I have set out within this Plan it is essential that the policing service in Kent is as efficient and effective as possible. To continue to deliver more for less in the current financial climate means that Kent Police will need to make the best use of its resources and deliver value for money in all areas. This will become ever more critical in the future. I will not privatise Kent Police and will ensure any future savings requirements can either be delivered in-house or through collaborative arrangements.

### To deliver against this priority I will look to Kent Police to:

- Meet the savings target required in each and every year of this four year plan.
- Implement financial processes and regulations that provide financial reassurance and meet audit requirements.
- Continue its effective collaboration programme with Essex Police to identify savings and efficiencies.
- Make the best use of its resources by focussing on efficiency and productivity.
- Reduce bureaucracy and back office processes that prevent officers from engaging in value-adding activities such as visible patrol, crime investigation and community engagement.
- Remain a cost effective force relative to other forces in England and Wales as demonstrated through Her Majesty’s Inspectorate of Constabulary (HMIC) Value for Money Profiles.
- Invest in new technology and other invest-to-save opportunities that will improve efficiency and effectiveness.

## Partnership Objectives

There are many crime and anti-social behaviour issues that are outside of Kent Police's direct control and with shrinking public sector budgets, it is imperative than ever to find new ways of working together to maximise the use of collective resources. I see partnership working as critical to ensuring that the police and their partners can continue to deliver a first class policing and community safety service in Kent.

### Tackling the Root Causes of Crime and Anti-social Behaviour

The police cannot reduce crime alone, and preventative work is the key to ensuring that long-term reductions in crime are sustained. Over the next four years I will work closely with the police and partner agencies to tackle the root causes of crime and anti-social behaviour. In particular, I will work closely with Community Safety Partnerships who do some excellent work to understand and address local crime and anti-social behaviour.

**To deliver against this priority I will look to Kent Police and partners to work together to:**

- Deliver the Kent Community Safety Agreement 2011-2014 and Medway Community Safety Plan 2012-13 which set out priorities for community safety, crime reduction and reducing reoffending.
- Deliver drug and alcohol intervention programmes that assist those with drug and alcohol dependencies.
- Work with housing associations to ensure that issues associated with crime and anti-social behaviour are addressed.
- Focus on improving the education and life chances of young people to divert them away from patterns of anti-social behaviour and crime.
- Improve the health and wellbeing of our communities, particularly tackling mental illness.
- Support the victims of domestic abuse to have the confidence to take control of their lives.
- Implement preventative campaigns which provide information and advice on how to avoid becoming a victim of crime or anti-social behaviour.
- Provide more positive activities for young people to engage in within communities.
- Support the work of the Troubled Families initiative.



## Reducing Reoffending

Reducing reoffending is central to reducing overall levels of crime and I support the aims and objectives of the Kent and Medway Strategic Plan for Reducing Reoffending. To reduce reoffending it is vital that partners take a co-ordinated approach to ensure that offenders make the most of services and opportunities available to them and are supported to build better lives for themselves.

**To deliver against this priority I will look to Kent Police and partners to work together to:**

- Discuss how, collectively, we can best fund services to reduce reoffending, particularly to target short-sentence prisoners.
- Deliver the aims and objectives of the Kent and Medway Strategic Plan for Reducing Reoffending.
- Utilise Restorative Practice and out of court disposals *where appropriate* to change behaviours and divert first time offenders from entering the criminal justice system.
- Support the work of Integrated Offender Management units to ensure that offenders are managed in a co-ordinated way.
- Ensure that ex-offenders are placed into stable, suitable accommodation that will allow them to build a new life away from crime.
- Ensure that drug interventions programmes are effective and targeted appropriately.
- Provide skills, education and training to offenders to provide them with opportunities to seek work.

## Improving joined-up working between agencies

For victims of crime and anti-social behaviour it does not matter which agency is responsible for the issues they face; what they care about is whether or not the issue has been resolved. I am keen to ensure that the community safety and criminal justice system provide a seamless service to victims and witnesses, and that agencies come together to jointly resolve community issues.

**To deliver against this priority I will look to Kent Police and partners to work together to:**

- Agree a partnership strategy and protocols for dealing with anti-social behaviour which enables a seamless service for victims.
- Develop better information sharing to enable more effective targeting of activity and joint problem solving.
- Build an efficient and effective criminal justice system.
- Support the work of the Margate Taskforce in developing multi-agency solutions for deprivation in Thanet.
- Identify opportunities where agencies can work together to prevent crime and anti-social behaviour.

## 5. Holding Kent Police to Account: Performance Measures and Targets

As Police and Crime Commissioner for Kent I have an important duty to hold the Chief Constable to account for the performance of Kent Police.

In scrutinising performance I will recognise the difficult financial climate within which the police will be operating over the next few years. However, I remain committed to ensuring that there is sustainable improvement in performance which makes Kent one of the best performing forces nationally. I will ensure that crime continues to fall in Kent and that the public have high levels of satisfaction with the policing service they receive.

Within this Police and Crime Plan I will be taking a new approach to performance accountability. Although I will set some high-level strategic ambitions to be achieved over the life of this Plan, I am moving away from the target based culture of the past. There will be no in-year targets and I will focus instead on encouraging sustainable improvements in performance. I will particularly examine the 'direction of travel' of key indicators and will look at techniques such as statistical process control (SPC) to determine whether long-term improvements in performance have been achieved.

Whilst I will scrutinise the Force against direction of travel in all areas of its performance, I will specifically hold the Chief Constable to account for five strategic outcome measures. I will expect the force to deliver year on year improvements against each of these. For each measure I have also set a strategic ambition to be achieved by the end of this planning period in March 2017. These ambitions are predicated on current financial assumptions for the next four years, and may be reviewed if future cuts in funding are greater than expected.

### Strategic Performance Ambitions 2013-17

Strategic Performance Measure	March 2013 Baseline	March 2017 Ambitions
Reduce the level of victim-based crime by	Figures	8%
Proportion of crimes resolved	Available	37%
Public Satisfaction with Kent Police	After	80%
Overall satisfaction level of victims of crime with the service	April 1st	90%
Overall satisfaction of those who report ASB	2013	85%

\*The March 2017 ambitions set within this plan will, as far as possible, remain fixed for the duration of my term of office. There may, however, be extraordinary circumstances when I may wish to review the ambitions set. For instance, should there be a very severe cut to police grant funding in Kent or significant changes in crime recording practices.



### **1. Reducing Victim Based Crime**

In setting a measure of crime reduction that focuses on victim-based crimes I am moving away from the traditional Home Office definition of 'all crime'. This is because I am very clear that Kent Police should be victim orientated in everything it does. Putting victims first is a priority, and my aim is simple: there should be fewer victims of crime in Kent.

### **2. Increasing the proportion of crimes resolved**

I have moved away from the traditional language of 'sanction detections' because what really matters to the public is whether or not the crime they have reported has been resolved. Outcomes of crime included within this measure are charge/summons, penalty notices, cannabis warnings, caution/reprimands/warnings, offences that are taken into consideration at court, community resolutions/restorative practice and crimes for which an offender has been identified but prosecution is not possible or advisable.

### **3. Improving public satisfaction with Kent Police**

How the public perceive their policing service is critical to its legitimacy. It is important to know what the residents of the county of Kent think of the policing service that they part-fund through council tax contributions

### **4. Increasing the satisfaction of victims of crime**

I want anyone who has suffered the misfortune of being a victim of crime to feel satisfied with the service they receive from Kent Police. Reviewing satisfaction levels will allow me to test whether the aim of delivering a first class policing service and putting victims and witnesses first is being achieved.

### **5. Increasing the satisfaction of victims of anti-social behaviour**

I will assess how effectively Kent Police deals with anti-social behaviour by evaluating the satisfaction of those who report it. This measure includes satisfaction levels with the initial contact with the police, the actions taken, the follow up information provided and the treatment they receive. I believe this to be a more accurate measure of how well Kent Police performs in dealing with anti-social behaviour, in the round, than simply counting the number of ASB incidents.

Kent Police will continue to collect data against a wide number of key performance indicators, and I will monitor these closely as part of my governance and oversight arrangements. In particular, I will continue to review the findings of the Kent Crime and Victimisation Survey, User Satisfaction Survey and Anti-Social Behaviour Survey which underpin three of my strategic performance measures.



## **Holding Kent Police to Account on Your Behalf**

As your directly-elected Police and Crime Commissioner I have a number of wide-ranging powers to hold Kent Police to account on your behalf and to create a stronger link between the police and communities. I recognise that it is important for new police accountability arrangements to be visible to the public, and for policing to be more responsive to local communities. I will ensure that your voice is heard in how policing is delivered.

To exercise my powers and duties to hold Kent Police to account I have established a set of governance arrangements which determine how the Chief Constable will report to me on the provision of policing. These arrangements include:

- A public governance board held every other month at which I will hold the Chief Constable to account for the delivery of policing, and scrutinise the performance of the force. Members of the public are encouraged to attend, and I will raise any specific areas of concern brought to my attention.
- Regular one to one meetings with the Chief Constable to discuss policing issues.
- Regular management reports to be submitted to my office, which include information on performance, complaints, finance, equality and diversity, human resources and safeguarding children.
- A Collaboration Governance Board at which I will conduct oversight and scrutiny of Kent's collaborative programme with Essex.
- A joint Audit Committee which will consider financial performance, risk management and internal controls.

In specific circumstances where there are matters of significant public interest, I will also use other methods of holding to account, including:

- Open letters to the Chief Constable which request public explanation and reports regarding policing matters
- Holding PCC Inquiries into matters of interest, at which the Chief Constable will give evidence.
- Calling upon Her Majesty's Inspectorate of Constabulary (HMIC) to conduct an inspection of Kent Police on my behalf.

## 6. Finance and Resources

### POLICING BUDGET

Within my manifesto I made a promise to fight any further cuts to police grant funding in Kent. I will do this to the best of my ability. Working with the Chief Constable, I will also ensure that policing resources are deployed as efficiently and effectively as possible. However, the priorities and objectives of this Plan will be delivered within a difficult financial context.

The coalition Government has embarked on a programme of cuts that has significant implications for all public services. Based on current assumptions, I anticipate that the police service will need to cope with another 20% real reduction in government grant over the four year life of this Plan (2013 – 2017). **As over two-thirds of its funding relies on central government grant this could mean Kent Police will need to deliver savings of £53.2m over the next four years.**

Whilst I recognise these funding challenges, I am determined to retain visible, local policing as the cornerstone of Kent's policing model. I will hold the Chief Constable to account for delivering value for money and we will work together to ensure that bureaucracy is minimised and that resources are used productively.

#### Policing Budget 2013/14

I am setting an annual budget for gross spending on policing and community safety of £316.7m as follows:

<b>Kent Police Budget by Subject Area (£m)</b>		<b>2013/14</b>
Police Officer Pay		178.5
Police Office Overtime		5.3
Police Staff Pay		70.4
Police Community Support Officer Pay		11.1
Premises Related		21.5
Transport Related		6.9
Other Suppliers and Services		19.7
<b>Gross Police Service Spend</b>		<b>313.4</b>
Office of the Commissioner		1.5
Grants Awarded by the Commissioner		1.8
<b>Gross Police &amp; Community Safety Spending</b>		<b>316.7</b>
<b>Financed by (£m)</b>		<b>2013/14</b>
Income Generated and Received by Kent Police		19.0
*General and Specific Grants Received for Policing		216.9
Grants Received for Community Safety		1.3
Council Tax Precept		79.6
<b>Total</b>		<b>316.7</b>

\*Provisional Government Allocation

# 60 More PCSOs and 20 More Officers

Less than a copper per day increase in the precept to put more visible policing throughout Kent . It's what you wanted...



The annual policing precept for a band D equivalent property in 2013/14 will be £141.47. This represents an increase of only 2% or 5.3 pence per week on last year's precept. Kent's police precept remains significantly below the national average for a band D property of £166.

During my election campaign the people and business of Kent told me that their biggest concern was having access to a local, visible police presence. I have therefore pledged to put community policing at the heart of the policing model here in the county. The small increase in police precept will enable me to meet the priorities I have set out within this Plan and to fund additional police resources that will deliver greater visibility and accessibility in our local communities – all for no more than a few pence each week.

**I will use the £1.8m raised to fund additional posts that will consist of 60 Police Community Support Officers and 20 Police Constables. I will also fund an additional 18 Custody Attendants through use of reserves, pending a force review of wider custody arrangements. Many of these posts could be introduced countywide by the 30th June this year. This will equate to an additional 6 uniformed officers per district, dedicated to local policing.**

To deliver this balanced budget, despite an increase in precept, still requires Kent Police to deliver savings of £8.6m in 2013/14. These savings will be delivered as part of the continued development of the new Kent Police Model, based on changed working practices, modern technology and collaboration with partners.

## Capital Spending and Reserves

In addition to revenue, I propose to allocate £8m for a variety of capital and investment projects during 2013/14. These will be financed from a mixture of accumulated capital reserves and capital receipts. This is part of a planned £25m investment programme over the next 4 years.

I will also be earmarking new reserves of £3.3m in 2013/14 to allow the Chief Constable to review planned county-wide custody arrangement and to embark on invest to save opportunities over the next 4 years. Likewise, I will allocate £1m over the next 4 years for one off or time limited visible, community engagement projects from my own office as well as a very substantial new reserve of £4m to invest in sustainable local policing and community safety initiatives.



**Kent  
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£53.2m of  
required  
savings**



**Kent  
Police is  
facing  
£53.2m of  
required  
savings**

## Medium Term Challenge 2013-2017

Based on current assumptions and an expected 20% real cut in government grant over the next four years, it is expected that Kent Police will need to find savings of £53.2m over the life of this Plan (2013 – 2017). These savings will be distributed over the next four years as follows:

Expected savings requirements:

2013/14	2014/15	2015/16	2016/17
£8.6m	£11.9m	£18.1m	£14.6m

Kent Police is currently half way through delivering a major savings reduction programme as a result of past government cuts. However, the scale of the future grant reduction scenario will require a further fundamental redesign and review of the police model over coming years. I will work with the Chief Constable and partners to help find ways of ensuring that effective local, accessible and visible policing remains at the heart of policing in Kent.

## Collaboration

Kent's successful collaboration programme with Essex Police has allowed it to deliver significant financial savings as well as enhanced operational capability and resilience. I will continue to support collaboration with Essex Police where it makes sense to do so, particularly in light of the current financial challenges. I will not privatise policing, and I firmly believe that in-house efficiencies as well as collaboration with partners such as local authorities, Kent Fire and Rescue and other policing bodies will allow Kent Police to meet its savings targets.

During the next financial year I will work closely with the Essex Police and Crime Commissioner, Nicholas Alston, to explore further potential collaboration in operational support activities. Current areas of collaboration include:

- Serious Crime Directorate (Major Crime, Intelligence, Forensics, Covert Support, Serious and Organised Crime)
- IT Directorate
- Joint Support Services Directorate (Procurement, HR, Estates, Finance, Transport, Business Centre)
- Joint Frontline Working (Marine Unit, Firearms, Specialist Search, Serious Collision Investigation, Dogs Unit, Critical Incidents)





**60 MORE PCS** □ □  
**20 MORE** □ **FFI** □ **ER** □



## CRIME AND DISORDER GRANTS

In the 2013/14 financial year I will receive a Community Safety Fund totalling £1.3m from the Home Office to allocate to crime and disorder reduction initiatives. This represents an 11% reduction on the totality of funding previously received by the county. In addition to this Home Office fund, I will continue to support a number of agencies through the main police grant.

Whilst I have significant statutory duties connected to policing and specifically in relation to Kent Police, I am also very seized of my wider duties towards crime and community safety. In determining the crime and disorder reduction grants I will make I have had regard to the priorities of community safety partnerships who were also consulted on the development of this plan. All grants are consistent with the priorities that I have articulated within this Plan.

### Conditions on grants:

Where grants have been made to partner agencies reporting mechanisms and delivery expectations will be set at the start of the grant period. Whilst conditions will be set as part of each individual grant agreement, these will typically include:

- A requirement for grant funding to only be spent on initiatives which support the priorities and objectives set out within this Plan
- For grant funding to be, as far as possible, spent on crime reduction initiatives rather than funding posts. In future years it will be expected that no grant funding will be used to fund staff.

### Kent Youth Offending Team

Youth Offending Team (YOT) is a multi-agency team that is coordinated by a local authority, which is overseen by the Youth Justice Board. It deals with young offenders, sets up community services and reparation plans, and attempts to prevent youth recidivism and incarceration. YOTs were set up following the 1998 Crime and Disorder Act[1] with the intention of reducing the risk of young people offending and re-offending, and to provide counsel and rehabilitation to those who do offend. Youth Offending Teams engage in a wide variety of work with young offenders (those under 18) in order to achieve their aims. YOTs supervise young people who have been ordered by the court to serve sentences in the community or in the secure estate. Sometimes, teams organise meetings between offenders and victims to encourage apologies and reparation.

They also arrange for Appropriate Adults to accompany under 17s after their arrest in order to advise and support the young person, and observe the arrest fairly. When a youth is arrested and unaccompanied by a parent or friend who is over 18), the station often calls the nearest appropriate adult to come to the relevant station.

### **Kent**

**Kent Crimestoppers is dedicated to fighting crime across Kent.**

We help to promote the charity in communities across the region, to let people know that Crimestoppers is there for them as an **anonymous route** to pass on information about crime. Crimestoppers guarantees anonymity, which means that no-one can ever find out who passed on information about crime.

To pass on information about crime anonymously, call Crimestoppers on 0800 555 111 or fill out our secure, encrypted online **Giving Information Form**.

Kent Crimestoppers is run by volunteers - each and every one is a vital link with communities in the region. If you think you'd like to volunteer for Kent Crimestoppers, please fill out our **Volunteer Enquiry Form**.

#### **Did you know...?**

*Last year, Crimestoppers received 998 pieces of useful information about crime in Kent.*

- For management information and data collection to be conducted regarding the success of initiatives that the funding has supported and for this information to be submitted to the Kent Police and Crime Commissioner's office.

- For my office to be involved in any oversight arrangements for the delivery of services funded by grants I have allocated.

<b>Organisation</b>	<b>Grant</b>	<b>Purpose of Grant</b>
<b>District Community Safety Partnerships</b>	Provisional	To support local crime reduction and prevention initiatives that meet the priorities and objectives set out within this plan. Funding to be allocated by individual Community Safety Partnerships to local projects and initiatives.
Ashford	£31,413	
Canterbury	£35,900	
Dartford	£34,676	
Dover	£31,413	
Gravesham	£34,676	
Maidstone	£40,387	
Sevenoaks	£33,860	
Shepway	£31,413	
Swale	£36,716	
Thanet	£35,491	
Tonbridge and Malling	£31,004	
Tunbridge Wells	£31,004	
<b>Medway Community Safety Partnership</b>	<b>£105,348</b>	
<b>Kent Community Safety Partnership (KCSP)</b>	<b>£43,171</b>	To support county-wide initiatives that meet the priorities of this Plan
<b>Community Call for Action (Kent)</b>	<b>£9,256</b>	To allow the Kent Community Warden scheme to support local community initiatives that meet the priorities of this Plan.
<b>Kent Young Persons Substance Misuse</b>	<b>£100,825</b>	To be allocated to the Kent Drug and Alcohol Action Team to provide intervention programmes that tackle substance misuse amongst young people.
<b>Kent Youth Offending Team</b>	<b>£299,458</b>	To support initiatives that prevent youth reoffending and divert young people away from entering the criminal justice system.
<b>Medway Youth Offending Team</b>	<b>£98,341</b>	
<b>Kent Drug and Alcohol Action Team</b>	<b>£328,132</b>	To fund drug intervention and rehabilitation programmes that address the root causes of crime and anti-social behaviour.
<b>Medway Drug and Alcohol Action Team</b>	<b>£64,268</b>	
<b>Charlton Athletic Community Trust</b>	<b>£37,561</b>	To support prevention and diversionary work with young people to encourage them to engage in positive activities rather than crime and anti-social behaviour.
<b>Kent Crimestoppers</b>	<b>£48,622</b>	To provide support to Kent Police in gathering information on crime.
<b>Crimestoppers Trust</b>		To support the national Crimestoppers 24/7 Contact Centre
<b>Kent People's Trust</b>	<b>£5,000</b>	To be used to support local activities and initiatives that contribute towards my police and crime priorities.
<b>Kent Police Partnership Fund</b>	<b>£62,133</b>	To provide a discretionary fund to Divisional Commanders to allow them to fund activities that will support operational delivery of local policing and community preventative activity.
<b>Kent and Medway Independent Domestic Violence Adviser provisions</b>	<b>£115,000</b>	To commission a county-wide service for the provision of Independent Domestic Violence advisers and to address current funding gaps. Funding provided to Kent Probation who are acting as the Commissioning body.
<b>Kent Criminal Justice Board</b>	<b>£40,000</b>	To fund the activities of the Kent Criminal Justice Programme team and to meet my duties to secure an efficient and effective criminal justice system.
<b>TOTAL GRANT FUNDING</b>	<b>£1,765,069</b>	



**Ann Barnes, Kent Police and Crime Commissioner:**  
1st Floor, Gail House, Lower Stone Street, Maidstone, ME15 6NB

Telephone:  
**01622 677055**

Kent Police & Crime Commissioner Website:  
**[www.kent-pcc.gov.uk](http://www.kent-pcc.gov.uk)**

Kent Police & Crime Commissioner Twitter:  
**[www.twitter.com/AnnBarnesKPCC](https://www.twitter.com/AnnBarnesKPCC)**



**POLICE AND CRIME PLAN & PRECEPT TIMETABLE**

Wednesday 26 <sup>th</sup> September	Police and Crime Plan Scoping Workshop with the Force
Thursday 11 <sup>th</sup> October	Police Strategic Assessments Completed
Tuesday 23 <sup>rd</sup> October	Community Safety Partnership Consultation Event
Thursday 22 <sup>nd</sup> November	Police and Crime Commissioner took office
Wednesday 19 <sup>th</sup> December	Meeting with Force to discuss performance measures and targets
Wednesday 9 <sup>th</sup> January	Consultation draft of Plan provided to Chief Constable
Tuesday 15 <sup>th</sup> January	Plan and Precept released for public and stakeholder consultation
By Monday 28 <sup>th</sup> January	Draft Police and Crime Plan submitted to Police and Crime Panel (including precept and budget)
Tuesday 29 <sup>th</sup> January	Consultation over Plan and Precept closes
By Friday 1 <sup>st</sup> February	Formal notification to Panel by letter of final precept
Tuesday 5 <sup>th</sup> February	Police and Crime Panel meeting to discuss Plan & Precept
By Friday 8 <sup>th</sup> February	Panel response over precept/plan to PCC
By Friday 15 <sup>th</sup> February	PCC to respond to Panel's recommendations (with revised precept if appropriate)
Tuesday 19 <sup>th</sup> February	Provisional: Police and Crime Panel meeting to consider revised precept if appropriate
By Friday 1 March	Commissioner to issue precept
By Friday 29 <sup>th</sup> March	Police and Crime Plan published (commence 1 April)

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## KENT POLICE AND CRIME PLAN 2013 – 2017

### EQUALITY IMPACT ASSESSMENT

The Commissioner, as subject to the general equality duty must, in the exercise of her functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not. The Act explains that this means:
  - *Removing or minimising disadvantages suffered by people due to their protected characteristics.*
  - *Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.*
  - *Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.*
- Foster good relations between people who share a protected characteristic and those who do not.

#### 1. Name and outline of policy under consideration, including policy owner.

The Kent Police and Crime Plan 2013 – 17 is a statutory document which sets out the Police and Crime Commissioner's vision for policing and community safety over the next four years. It articulates her priorities and objectives as well as the performance measures against which she will scrutinise the performance of Kent Police.

The Police and Crime Plan has a direct impact on the public of the county of Kent as well as the staff of Kent Police and other community safety and criminal justice agencies.

The strategic priorities of the Plan are:

- Cutting crime and catching criminals
- Ensuring visible community policing is at the heart of Kent's Policing Model
- Putting victims and witnesses first
- Protecting the public from serious harm
- Meeting national commitments for policing
- Delivering value for money

Within the Police and Crime Plan, the Commissioner recognises the impact that budget reductions could have on her aims and ambitions and the nature of policing in the county. Her priorities and objectives are set within this context, and the Plan seeks to articulate how Kent Police and others can continue to deliver first class policing in the county of Kent.

**Policy Owner:** Kent Police and Crime Commissioner  
**Responsible Officer:** Kayleigh Nicholson, Policy and Research Officer

### 1.1 Please outline what has been done to ensure that the policy is accessible to all.

The Kent Police and Crime Plan will be made available on the Kent Police and Crime Commissioner's website. Those who access the Plan through the website will also be offered the opportunity to view the Plan in large font, different formats and other languages. Hard copies of the plan will also be available on request.

The Commissioner has recognised the limitations of placing her Strategic Plan on the website; however, this mode of publication was deemed to be the most prudent in the current financial climate. To mitigate any potential adverse impact, the list of consultees was extensive, which ensured that awareness of the Plan was raised with as wide a group of people as possible, including Independent Advisory Groups, Victim Support and the Citizens Panel. This also ensured a broad variety of views were secured on the Plan. The published version of the Plan will also be sent in hard copy form to all stakeholders, and will be available in hard copy form to any member of the public on request. A short summary version of the Plan will also be made available on the website, and in police stations and council offices.

The format of the Plan is clear, and uses direct language. Whilst some policing language can be technical in nature owing to the subject matter, the Plan has been designed to be public-facing and reader-friendly.

### 2. Are there concerns that the policy could have a differential impact on any of the following groups below? (please tick the relevant boxes)

Consider both the public and employees	Tick
<b>Racial groups</b> (consider: language, culture, ethnicity including gypsy/traveller groups and asylum seekers are included)	
<b>Sex</b> (male, female)	✓
<b>Sexual orientation</b> (gay, lesbian, bisexual, heterosexual; actual or perceived. Not treating someone less favourably because of their sexual orientation)	
<b>Disability</b> (physically or mentally, e.g. visual, hearing impairment, learning difficulties, issues surrounding access to buildings, communication methods, reasonable adjustments)	
<b>Age</b> (young people, the elderly, issues surrounding recruitment, training, pay, promotion)	✓
<b>Religion or belief</b> (practices of worship, religious or cultural observance, including non-belief)	
<b>Gender re-assignment</b> (transgender, transsexual, transvestite; individual who lives permanently in another gender)	
<b>Pregnancy and maternity</b> (ensuring fair treatment whilst pregnant, on maternity leave or if ill during pregnancy. Cases not relating to work – no unfair treatment within 26 weeks of pregnancy. Does not include paternity)	
<b>Marriage and civil partnership</b> (does not include people who are engaged, divorced or widowed. Not treating someone less favourably if they are married or in a civil partnership)	

### 3. Outline the issues affecting the groups you have identified above

The Kent Police and Crime Plan is intended to provide positive outcomes to all of those who live, work in and visit Kent. It is therefore designed to be a Plan that improves the satisfaction of all community groups. There is, however, a potential positive differential impact on people from two of the protected characteristics.

Within her Police and Crime Plan, the Police and Crime Commissioner sets out her intention to place focus on youth crime and to appoint a Youth Police and Crime Commissioner. This recognises a historic lack of engagement by young people with what they see as the 'establishment'. This policy decision has been taken to improve the ability of young people to have a say over the crime and community safety issues that matter to them. It will also allow young people to suggest ways that agencies could better tackle crime committed by or against young people.

The Police and Crime Plan also focuses on improving police accessibility in rural areas. Demographically, rural areas typically have a higher proportion of older people than urban areas, so this priority may have an indirect positive impact on age.

Within the Plan, tackling issues associated with domestic abuse is identified as an objective for Kent Police and its partners. The Commissioner has also allocated funding to provide a county-wide Independent Domestic Violence Adviser service. As a greater proportion of women are victims of domestic abuse than men, this may have an indirect positive effect

**4. Outline any changes that will need to be made to the policy, or give reasons why any potential differential impact will remain.**

As the differential effects identified are positive and are in response to conscious policy choices, no changes will be made to the policy as a result.

**Review**

**Once this policy is in effect, it will need to be monitored, and data collected, to review its impact and to see what learning can be gained to influence the revision of this policy or the creation of future ones.**

**Please give details below**

The priorities and objectives of the Police and Crime Plan were informed through extensive consultation with the public, victims of crime, partners and stakeholders. This consultation took place in January 2013 and a list of consultees is attached at Appendix A.

All consultees were provided with an electronic draft of the Police and Crime Plan or a hard copy upon request. They were asked to provide comments regarding the priorities and objectives within the Plan as well as the proposed budget and precept which are integral to the Plan document.

The responses received from those consulted will be analysed before the Plan is finalised and published at the end of March. No specific comments relating to the impact of the Policy on equality have yet been received.

The Plan will be kept under review on an ongoing basis in light of any comments received from the public. There will also be a formal review of the Plan on an annual basis. Data collected by Kent Police in relation to crime, ASB and satisfaction will be scrutinised to determine the impact of the Police and Crime Plan, the outcomes it is achieving and to identify any issues arising.

The Commissioner's Office will also monitor correspondence received by the Commissioner and the outcomes of public and victim consultation to ensure that the Plan has not negatively impacted any equality groups.

## Appendix: Consultation

**Please list those people/organisations consulted with.**

**If any comments have been made in relation to the impact of this policy on people with protected characteristics, please include below, and what action has been taken in respect of them.**

The findings of on-going victim and witness consultation were used to inform the development of the Police and Crime Plan, as well as specific consultation with the following stakeholders:

- Chief Constable, Kent Police
- Kent County Council
- Medway Council
- Community Safety Partnerships
- District and Borough Councils across Kent
- Independent Advisory Groups (IAGs)
- Parish Councils
- Kent Fire and Rescue
- Kent Probation
- Members of Parliament (Kent)
- Kent Criminal Justice Board
- Neighbourhood Watch Co-ordinators
- NHS
- Police and Crime Panel
  
- Citizen's Panel
- Youth Panel
- Bluewater Shopping Centre
- Business Link Kent
- Canterbury Citywatch and Whitstable Business Against Crime
- Catch 22
- Charlton Athletic Community Trust
- Kent Drug and Alcohol Action Team
- Medway Drug and Alcohol Action Team
- Kent Youth Offending Service
- Medway Youth Offending Service
- Connexions
- Dover, Deal and Sandwich Business Partnership
- Family Matters
- Forestry Commission
- Federation of Small Businesses
- Folkestone Area Partnership Against Crime
- Freight Transport Association
- Gillingham/Rainham Business Partnership
- G-Safe
- Institute of Directors
- Invicta Chamber of Commerce
- Isle of Grain CNI
- High Sheriff
- K-Dash
- Kent Can
- Kent People's Trust

- Maidsafe
- National Farmers' Union
- Swale Action – SATEDA
- Swale Safe Ltd
- Thanet Safe
- Tunbridge Wells Safe Town Partnership
- UK Border Agency
- Unison
- Victim Support
- Westwood Cross

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## **Chief Finance Officer's Budget Statement**

### **Preamble**

It is a statutory requirement that the designated Chief Finance officer must issue a professional statement on the adequacy of reserves, robustness of estimates and overall effectiveness of the systems of financial control and risk management general. The following fulfils that requirement.

### **Context**

The Kent police Service, as with all public services, is facing major grant reductions as a result of the broader deficit reduction priority of the coalition government. Along with the remaining two years of the existing CSR, which runs to 2014/15, and the strong possibility that a similar rate of reduction will be imposed for 2015/16 and 2016/17, set a funding backdrop over 20% grant reduction over the four life the Commissioner's plan. Thanks to the strong work put in place by the Force and the old Police Authority in the past, sound plans are in place to deliver necessary savings through to 2014/15. However, the possible funding reductions in 2015/16 onwards will require a further fundamental review of the police model nationally and locally. Even in this challenging context there are the added uncertainties of likely changes in how the national pot of available grant is allocated between police services, over the medium term. The new Commissioner also becomes responsible for existing or new funding streams in support of the broader criminal justice landscape in Kent. They will also be subject to probable grant reductions over that period.

Notwithstanding the above, the most significant contextual point must be that we are dealing with a completely new model of police governance locally and not least in the person of a directly elected Police and Crime Commissioner.

### **Key statements**

I am satisfied that the estimates have been drawn up in robust way, recognising that medium term forecasts beyond 2013/14 will inevitably carry more uncertainty. We have assumed pay awards have been capped at 1% for 2013/14 and at 2.5% thereafter. For non-pay we are assuming general inflation at 2.5% for all four years but with a 15% hike in 2013/4 for energy. Beyond that any known and quantifiable pressures have been included over the medium term. The key assumption on grant resources is covered above and our current plans also assume 2% increases in precept every year over the four years of the plan. Taken together with inflationary pressures, results in a requirement to find some £53m of savings over the next four years with existing plans in place covering the £20m required over the first two years.

I have reviewed reserves and have designated them into three categories; costs of change, necessary risk management and available to support manifesto commitments. The Commissioner has accepted my advice on designations and levels in each case. I am satisfied that they remain prudent and appropriate. I am also satisfied that the operation of Internal and external audit and the operation of financial controls is sound. However, the level of savings required and the dependency and thus exposure to government decisions on grants, means that regular monitor and review of delivery plans and active risk management remain vital parts of the local governance arrangements.

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Summary medium term Financial Plan (Revenue)

Appendix D (Annex a)

Kent Police Service

2013/14 to 2016/17

	Current	Inflation	Savings	Proposed	Inflation	Savings	Forecast	Inflation	Savings	Forecast	Inflation	Savings	Forecast
	2012/13	/Other		2013/14	/Other		2014/15	/Other		2015/16	/Other		2016/17
	£m	£m	£m		£m	£m		£m	£m		£m	£m	
Police Pay	181.4	1.8	-4.7	178.5	3.5	-4.6	176.9	4.7	0.0	181.6	4.7	0.0	186.4
Police Overtime	5.0	0.3	0.0	5.3	0.0	0.0	5.3	0.4	0.0	5.7	-0.4	0.0	5.3
Staff Pay (Gross)	72.9	0.7	-3.2	70.4	2.0	-2.9	69.5	2.3	0.0	71.8	2.4	0.0	74.2
PCSO Staff costs	9.8	1.3	0.0	11.1	0.0	-1.1	8.7	0.0	0.0	8.7	0.0	0.0	8.7
Premises Related	20.6	0.9	0.0	21.5	0.9	-0.5	22.0	0.9	0.0	22.9	1.0	0.0	23.9
Transport Costs	6.7	0.2	0.0	6.9	0.2	-0.2	6.9	0.2	0.0	7.1	0.2	0.0	7.3
Other non-staff	21.9	-0.7	-1.5	19.7	0.9	-3.3	17.8	0.5	0.0	18.3	0.1	0.0	18.4
PCC Office	1.5	0.0	0.0	1.5	0.0	0.0	1.5	0.0	0.0	1.5	0.0	-0.1	1.4
PCC Grants	0.0	1.8	0.0	1.8	0.0	-0.1	1.7	0.0	-0.1	1.6	0.0	0.0	1.5
Further Savings to be found/released	0.0						0.0	0.0	-18.1	-18.1	0.0	-14.6	-32.7
<b>Total Gross</b>	<b>319.8</b>	<b>6.3</b>	<b>-9.4</b>	<b>316.7</b>	<b>7.5</b>	<b>-12.7</b>	<b>310.3</b>	<b>9.0</b>	<b>-18.2</b>	<b>301.1</b>	<b>8.0</b>	<b>-14.7</b>	<b>294.4</b>
<b>less</b>													
Specific government grants	26.1	-9.3	-0.8	16.0	-0.9	-0.8	14.3	-2.2	-0.1	12.0	0.0	-0.1	11.9
Locally generated income	19.0	0.0	0.0	19.0	0.3	0.0	19.3	0.4	0.0	19.7	0.4	0.0	20.1
													0.4
<b>Net Spending</b>	<b>274.7</b>			<b>281.7</b>			<b>276.7</b>			<b>269.4</b>			<b>262.0</b>
<b>less</b>													
General Grants	186.1	5.0	0.0	191.1	-6.7	0.0	184.4	-9.0	0.0	175.4	-8.6	0.0	166.8
Council Tax Localisation grants	0.0	11.1	0.0	11.1	0.0	0.0	11.1	0.0	0.0	11.1	0.0	0.0	11.1
<b>Precept Required</b>	<b>88.6</b>			<b>79.6</b>			<b>81.2</b>			<b>82.8</b>			<b>84.1</b>
tax base	640092.0			562518.5			562518.5			562518.5			562518.5
Council tax Deficit/scheme													-0.4
<b>Band D precept</b>	<b>138.7</b>			<b>141.47</b>			<b>144.3</b>			<b>147.3</b>			<b>150.2</b>

Annual savings -8.6 -11.9 -18.1 -14.6  
 Cumulative savings -8.6 -20.5 -38.6 -53.2

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Proposed capital programme	APPENDIX D (Annex b)				
TRAFFIC LIGHT SCHEMES	2013/14	2014/15	2015/16	2016/17	TOTAL BUDGET
	£'000	£'000	£'000	£'000	£'000
<b>GREEN LIGHT</b>					
<b>IT</b>					
<b>Ongoing Projects</b>					
Genesis Replacement (Athena)	2,560	32		159	2,751
Microsoft Upgrade	390				390
Desktop Replacement Programme	1,065	884	296	296	2,541
Force Control Centre upgrades and centralised door access	247				247
	<b>4,262</b>	<b>916</b>	<b>296</b>	<b>455</b>	<b>5,929</b>
<b>BUILDINGS</b>					
<b>Ongoing Projects</b>					
Environmental Projects 3	250	25			275
Equality Act (Disability) Investment Programme	175				175
Folkestone roof renew and cladding repairs	150				150
Misc		50			50
	<b>575</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>650</b>
<b>VEHICLES, PLANT &amp; EQUIPMENT</b>					
Vehicle replacement programme	44				44
vehicle number recognition systems	100	86	104	80	370
Replacement of force bicycles	36	36	36	36	144
Other specialised equipment	324	20	20	20	384
	<b>504</b>	<b>142</b>	<b>160</b>	<b>136</b>	<b>942</b>
<b>TOTAL GREEN BIDS</b>	<b>5,341</b>	<b>1,133</b>	<b>456</b>	<b>591</b>	<b>7,521</b>
<b>AMBER LIGHT</b>					
<b>IT</b>					
Exploitation of Mobile Solutions	249				249
Remote Network		500	600	80	1,180
Number plate recognition Ph 2	10	100			110
Centralised Door Access =ph 2		50			50
Server Replacement Programme		225	1,758	170	2,153
Provision for Victim (self) tracking systems	300				300
Digital Evidence recording		465			465
IT security	237	150			387
	<b>796</b>	<b>1,490</b>	<b>2,358</b>	<b>250</b>	<b>4,894</b>
<b>Buildings</b>					
Environmental Projects 3	67				67
Equality Act (Disability) Investment Programme	400				400
Divisional buildings upgrades	150	250	300	300	1,000
HQ - Site Security - Barriers / gates	30				30
Coldharbour facility enhancements	220				220
Forensic Laboratory upgrade		75			75
	<b>867</b>	<b>325</b>	<b>300</b>	<b>300</b>	<b>1,792</b>
<b>Vehicles, Plant &amp; Equipment</b>					
Replacement of Non-core vehicles	104				104
Enhanced Vehicle replacement programme		2,389	1,955	1,876	6,220
Personal operational equipment	146	676	140	162	1,424

	2013/14	2014/15	2015/16	2016/17	TOTAL	
TRAFFIC LIGHT SCHEMES					BUDGET	
	£'000	£'000	£'000	£'000	£'000	
Provision for additional mobile police stations	350				350	
Enhanced Plant & Equipment replacement programme		1,487	746	347	2,580	
OPCC community engagement vehicle	25					
misc				25	25	
	<b>925</b>	<b>4,552</b>	<b>2,841</b>	<b>2,410</b>	<b>10,703</b>	
<b>TOTAL AMBER BIDS</b>	<b>2,588</b>	<b>6,367</b>	<b>5,499</b>	<b>2,960</b>	<b>17,389</b>	
<b>TOTAL GREEN &amp; AMBER BIDS</b>	<b>7,929</b>	<b>7,500</b>	<b>5,954</b>	<b>3,552</b>	<b>24,910</b>	
<b>Kent PCC Capital Programme Funding</b>						
<b>5 Year Capital Programme</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
Sale of property		5,900	12,300	3,050	2,190	23,440
Annual Grant from the Home Office		2,490	2,570	2,570	2,570	10,200
Funding		8,390	14,870	5,620	4,760	33,640
vs						
<b>Projected Capital spend (Green &amp; Amber)</b>		<b>- 7,929</b>	<b>- 7,500</b>	<b>- 5,954</b>	<b>- 3,552</b>	<b>- 24,935</b>
Opening Capital Reserves		22,356	22,817	30,187	29,897	22,356
Closing Capital Reserves		22,817	30,187	29,897	31,105	31,061

<u>Statement of Reserves (Revenue)</u>	<u>£m</u>	<u>£m</u>	<u>Comment/use</u>
	2012/13	2013/14	
<b>Change Capacity</b>			
Schemes/pump prime New Policing Model	1.1	1.5	To assist future savings, for use by Chief Constable
Proceeds of Crime Fund	0.8	0.5	In line with established practice
PCC Change Capacity	1	1	For use as directed by PCC; general community engagement projects
Custody Review	0	1.8	For use by Chief Constable
Redeployment & Redundancy	3.6	4	To assist future savings, for use by Chief Constable and PCC
Other (closed/redefined)	1.2		
<b>Total Change Capacity</b>	<b>7.7</b>	<b>8.8</b>	
<b>Risk Capacity</b>			
Insurance	3.4	3.0	In line with actuarial guidelines; for self insured risks
Savings equalisation Fund	0	3.8	Short term Buffer against non-savings delivery
General Reserves	5.9	5.6	Non ear marked, Set at 2% of budget, normal practice
Localisation of Council Benefits	0.5	0.8	For support to county wide risk management
Other (closed/redefined)	6		
<b>Total Risk Capacity</b>	<b>15.8</b>	<b>13.2</b>	
<b>Policy Initiative Capacity</b>			
Policy opportunities		4.2	To be directed by the PCC towards local, accessible and visible policing initiatives
Other (closed/redefined)	0.3		
<b>Total Policy opportunity</b>	<b>0.3</b>	<b>4.2</b>	
<b>Total Reserves</b>	<b>23.8</b>	<b>26.2</b>	

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## Appendix d (annex d)

<b>Normal Police Objective Budget Analysis 2013/14</b>	<b>2013/14 £m</b>
Local Policing	160.0
Dealing with the Public	24.2
Criminal Justice Arrangements	19.2
Roads Policing	8.9
Specialist Operations	16.0
Intelligence	16.7
Special Investigations	25.9
Investigative Support	10.7
National Policing	-1.4
Police and Crime Commissioner	1.5
<b>Net Total</b>	<b>281.7</b>

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From: Peter Sass – Head of Democratic Services

To: Kent and Medway Police and Crime Panel – 5 February 2013

Subject: Complaints Sub-Panel

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Summary: This report invites the Kent and Medway Police and Crime Panel to agree the membership and Terms of Reference for the Complaints Sub-Panel

**Unrestricted**

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## **1. Introduction**

1.1 The Kent and Medway Police and Crime Panel, on 29 November 2012, agreed to delegate responsibility for initial registration, assessment, recording and disapplication (where applicable) of complaints to the Kent Police and Crime Commissioner's Chief Executive/Monitoring Officer

1.2 In addition that a Sub-Panel would be established with the following Terms of Reference:

- a. To deal with complaints where local resolution by the Police and Crime Panel is appropriate
- b. To consider the arrangements to revise the interim complaints system after a suitable period of time
- c. To determine the oversight and recording procedures for the Panel is establish
- d. To ensure that the outcomes of the complaints process were used to inform organisational and individual learning and behaviour.

1.3 It was agreed that the Complaints Sub-Panel should not contain too many Members given its role and the consensus of opinion was that a Panel of up to 6 members (the Vice-Chairman and 2 other Conservatives, 1 Lib Dem, 1 Labour and 1 Independent) would be appropriate and members were also keen to ensure that there was a geographical spread of members from across Kent and Medway.

We have received expressions of interest from the following members:

Authority name	Nomination	Political Group
Medway Council	Councillor Mike O'Brien	Cons
Ashford Borough Council	Councillor Gerry Clarkson CBE	Cons
Canterbury City Council	Councillor Pat Todd	Cons
Gravesham Borough Council	Councillor John Burden	Labour
Maidstone Borough Council	Councillor Annabelle Blackmore	Cons
Shepway District Council	Councillor David Monk	Cons
Thanet District Council	Councillor Mrs Iris Johnston	Labour
Maidstone Borough Council - Co-opted member	Councillor Ian Chittenden	Lib Dem
Independent Co-opted member	Mr Dan McDonald	
Independent Co-opted member	Mr Gurvinder Sandher	

1.4 The Panel is invited to note that the two independent Members have made the suggestion that they could alternate as members of the Sub Panel, although it would be advisable if the same members dealt with a particular complaint from beginning to end for reasons of consistency and natural justice, particularly if for whatever reason, the Sub Panel decided to defer consideration of any particular complaint.

1.5 Accordingly, the Panel is asked to agree on the membership of the complaints sub-panel given that the previous suggestion was for a sub-panel of 6 members.

## 2. Recommendation

2.1 The Kent and Medway Police and Crime Panel is asked to approve the establishment and membership of the Complaints Sub-Panel, with the Terms of Reference as set out in paragraph 1.2 above.