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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.

60 MORE PCSOs
20 MORE OFFICERS

Ann Barnes

Your Kent Police & Crime Commissioner

**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

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- 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.
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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.

A portrait of Chief Constable Ian Learmonth in a dark police uniform with a white shirt and tie. He is looking directly at the camera. In the background, there is a blurred image of a white police car and a sign that says "people of".

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

peo



- 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.

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.

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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

an independent on November 15, despite previously criticising the upcoming role, which is being introduced by the Home Office.

She told this newspaper she had no choice but to stand if the Government was to push ahead with the shake up. She is expected to step down as KPA chair in August.

The PCC will be an

year term to replace the existing 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 stemmed from the suggestion of Independent Living Studies

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.



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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:

Kent Police Budget by Subject Area (£m)		2013/14
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
Gross Police Service Spend		313.4
Office of the Commissioner		1.5
Grants Awarded by the Commissioner		1.8
Gross Police & Community Safety Spending		316.7
Financed by (£m)		2013/14
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
Total		316.7

*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.



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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 PCSOs
20 MORE OFFICERS



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 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.

Organisation	Grant	Purpose of Grant
District Community Safety Partnerships	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	
Medway Community Safety Partnership	£105,348	To support local crime reduction and prevention initiatives within Medway which meet the priorities and objectives of this Plan.
Kent Community Safety Partnership (KCSP)	£43,171	To support county-wide initiatives that meet the priorities of this Plan
Community Call for Action (Kent)	£9,256	To allow the Kent Community Warden scheme to support local community initiatives that meet the priorities of this Plan.
Kent Young Persons Substance Misuse	£100,825	To be allocated to the Kent Drug and Alcohol Action Team to provide intervention programmes that tackle substance misuse amongst young people.
Kent Youth Offending Team	£299,458	To support initiatives that prevent youth reoffending and divert young people away from entering the criminal justice system.
Medway Youth Offending Team	£98,341	
Kent Drug and Alcohol Action Team	£328,132	To fund drug intervention and rehabilitation programmes that address the root causes of crime and anti-social behaviour.
Medway Drug and Alcohol Action Team	£64,268	
Charlton Athletic Community Trust	£37,561	To support prevention and diversionary work with young people to encourage them to engage in positive activities rather than crime and anti-social behaviour.
Kent Crimestoppers	£48,622	To provide support to Kent Police in gathering information on crime.
Crimestoppers Trust		To support the national Crimestoppers 24/7 Contact Centre
Kent People's Trust	£5,000	To be used to support local activities and initiatives that contribute towards my police and crime priorities.
Kent Police Partnership Fund	£62,133	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.
Kent and Medway Independent Domestic Violence Adviser provisions	£115,000	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.
Kent Criminal Justice Board	£40,000	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.
TOTAL GRANT FUNDING	£1,765,069	



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