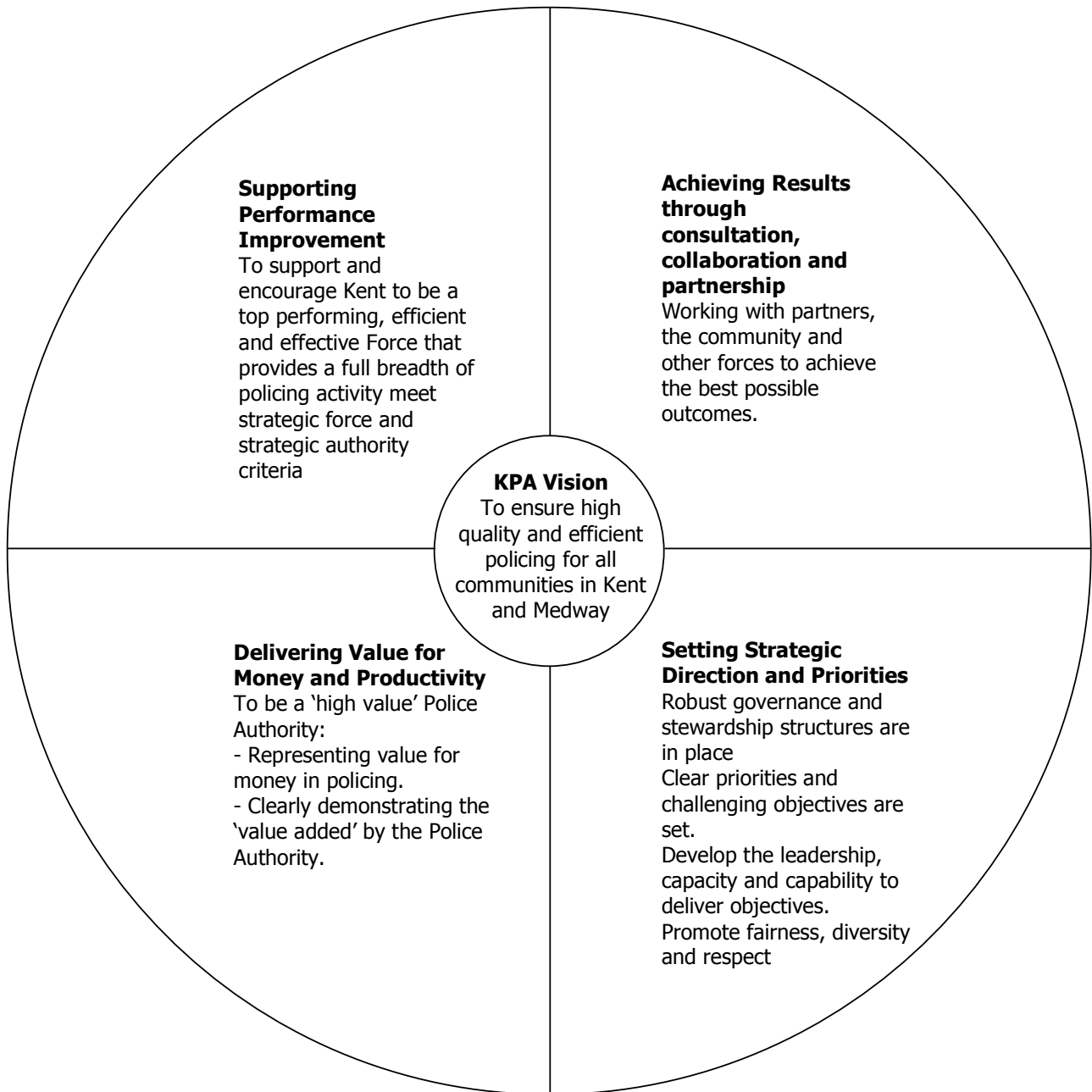


KPA Business Plan 2009/10



KPA Vision

To ensure high quality and efficient policing for all communities in Kent and Medway.

Kent Police Vision

We will work with partners to create a safe environment for everyone in Kent, where the public feel protected by a visible and accessible police service, displaying a sincere commitment to reducing crime and disorder.

KPA Values

We are committed to the principles of the Nolan standards in public life and upholding the KPA Code of Conduct, these emphasize the importance of:

Honesty and Integrity

KPA members and officers should act solely in terms of the interest of the people of Kent and Medway. KPA members and officers have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Objectivity and Independence

In carrying out public business KPA members and officers should make objective decisions based on merit, evidence and the best information available. They will act as an independent body responsible for ensuring that the Force delivers an efficient and effective policing service.

Accountability and Openness

KPA member and officers are accountable for their decisions and actions to the public. They should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Fairness, Respect and Inclusiveness

The KPA members and officers will treat everyone fairly and with respect for their individual needs. They will value the diversity within our communities and work to do all that is reasonable to ensure the safety of **all** the citizens of Kent and Medway. The KPA will play an active role in promoting equality to make policing fairer for all.

Leadership

The KPA members and officers should promote and support these principles by leadership and example. They should also provide strong leadership to the Force to support them in delivering their Policing objectives.

Our Ambitions / Objective	Descriptors	Deliverables	Measurements – how will we know when we have achieved the deliverable	By who (KPA SMT)	By When	Link to Policing Plan priorities
Setting strategic Direction and Priorities Link to KPA risk register KPA 05 KPA 17 KPA 10 KPA 15 KPA 16 KPA 19 KPA 09 KPA 02	Robust governance and stewardship structures are in place	KPA Business plan 2009/10 Revise to strengthen business planning processes, include SMART targets	Agreed by full authority meeting	Chief Executive	July 2009	Building Public Confidence Effectively Tackling Crime and ASB Protecting the Public Making best use of resources
		Continue to develop protocol for handling chief officer complaints and implement in a responsive and proportionate manner.	No appeals upheld by the IPPC	Chief Executive	June 2010	
		Design protocol for handling complaints and enquiries and implement.	No complaints about our responsiveness	Kelly Rooney	June 2010	
		Oversight and scrutiny of implementation of joint force/ authority strategies: <ul style="list-style-type: none"> • Every Child and Young Person matters (Full KPA) • Equality and Diversity (Full KPA) • Environmental (A&F) • Efficiency and Productivity (Full KPA/ A&F?) • Consultation and Engagement (Full KPA) • Citizen Focus ?? • Human Resources (HR Ctee) • Learning and Development (HR Committee) • Estates (A&F) 	Review of action plans by relevant authority committee	Chief Executive/ Policy officer	June 2010	

Our Ambitions / Objective	Descriptors	Deliverables	Measurements – how will we know when we have achieved the deliverable	By who (KPA SMT)	By When	Link to Policing Plan priorities
	Strong relationships with the force at all ranks and grades through	Arrange two breakfast seminars for senior ranks and grades	Agendas, notes, attendance lists and feedback/ follow up	Chief Executive/ Ali H	June 2010	
		KPA input into leadership programme	Attendance lists and evaluation	Chief Executive	June 2010	
		KPA input into induction programme	Attendance lists and evaluation	Chief Executive	June 2010	
	Taking informed, transparent decisions and managing risk	Documentation of all KPA policies and procedures		Kelly Rooney	June 2010	
		Introduce SLA/ MOU for committee meeting cycle		Kelly Rooney	June 2010	
		Administrative improvements i. Process Manuals ii. KPA member intranet	i. Manuals accepted by authority meeting ii. Intranet usage figures and feedback from members	Chief Executive	June 2010	
		Update of KPA risk register to take account of audit, Inspection and changes including: • Increased member awareness of risk, threat and harm • Ownership of risk • Link risk register and business plan	Agreed by A&F Committee	Susie Latta	June 2009	

Our Ambitions / Objective	Descriptors	Deliverables	Measurements – how will we know when we have achieved the deliverable	By who (KPA SMT)	By When	Link to Policing Plan priorities
	Clear priorities and challenging objectives are set for the force	Review of Policing Plan process to ensure that lessons are learnt	Implementation of all lessons learnt	Chair of Policing Plan Group	Dec 2009	
	Develop the leadership, capacity and capability to deliver objectives.	Continued pressure to ensure a high quality PDR for every Kent Police officer and staff member.	Policing Plan measure and quality dip samples	Chair of HR Committee		
		Develop sense of cohesion among officers and members of KPA		Chair and Chief Executive		
		Develop Induction Pack for members and staff	New members and staff to evaluate after induction and feedback	Chair and Chief Executive		
		New members inducted				
		Resilience in chief officer team and in KPA officer team				
		Identify members' individual development needs as part of members review. Design a development programme to meet the needs individually or corporately, as appropriate.	i.			
		Deliver ten Continuous Professional Development sessions for members as part of Learning and Development Plan	i. Sessions delivered ii. Evaluated as being useful and relevant by members	Chair of HR committee and Chief Executive	June 2010	

Our Ambitions / Objective	Descriptors	Deliverables	Measurements – how will we know when we have achieved the deliverable	By who (KPA SMT)	By When	Link to Policing Plan priorities
		Develop effective succession planning to ensure resilience for all ranks, grades and critical posts		Chair of HR committee and Chief Executive		
	Promote fairness, diversity and respect	Focus attention on recruitment and retention issues for BME and female force employees.	Policing Plan targets achieved	Chair and Chief Executive	March 2010	
		Human Rights Act implemented	Compliance with APA guidelines	Chief Executive	June 2010	
		Complete review of ICV scheme and implement recommendation.	Compliance with ICV Code of Practice	Chief Executive	June 2010	
	Promote Professional Standards	Oversight and scrutiny of officer and staff conduct issues	Volume of misconduct meetings/ hearings public confidence measures Volume of complaints	Chair of PSD Committee and Suzanne Pearson	June 2010	
		Focus attention on improving the quality of complaints handling	Volume of complaints Public satisfaction measures	Chair of PSD Committee and Suzanne Pearson	June 2010	
Supporting Performance Improvement To support and	Constructive challenge to the Force to improve performance	Oversight and scrutiny of Step Change	Step Change performance monitoring Strategic ambitions achieved (2010 target)	Chair/ Chief Executive	March 2010	Building Public Confidence Effectively

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<p>encourage Kent to be a top performing, efficient and effective Force that provides a full breadth of policing activity meet strategic force and strategic authority criteria</p> <p>Link to KPA risk register KPA 01 KPA 04</p>		Monitor Policing Pledge performance and any complaints	PPC papers, minutes and volume of complaints	Chair of PPC and PS Committees	June 2010	<p>Tackling Crime and ASB</p> <p>Protecting the Public</p> <p>Making best use of resources</p>
	Understanding of performance management issues	Regular updates on changing performance landscape	Papers at PPC or members briefings, quarterly.	Chair of PPC and Susie Latta	June 2010	
		Wider member access to iQuanta performance management system	All member received logins training and then review of use.	Susie Latta	Dec 2009	
	Level 1 and NP. Embedded NHP with knock on benefits for citizen focus and confidence.	Monitor at BCU level by attending local meetings	Members' feedback reports after meetings	Area lead members	June 2010	
		Monitor at Force level through NHP board, Citizen Focus board and performance stats	Members' feedback reports after meetings	NHP lead member	June 2010	
	Oversee protective services capability	Protective services review board activity, PPC monitoring and scrutiny	Inspection reports and dept business plans	Chief Executive and Lead Members	June 2010	
		Develop and implement KPA Prevent strategy	Report to full KPA	Chair and Chief Executive		
		Oversight and scrutiny of Op Saxon Shore	Report into capability and capacity of force Report about PA role in major incident	Chair, Lead member for Critical Incidents and policy support	Sept 2009	

Our Ambitions / Objective	Descriptors	Deliverables	Measurements – how will we know when we have achieved the deliverable	By who (KPA SMT)	By When	Link to Policing Plan priorities
	Collaboration	Look for wider collaboration opportunities				
Achieving Results through consultation, collaboration and partnership Working with partners, the community and other forces to achieve the best possible outcomes. Link to KPA risk register KPA 03 KPA 06 KPA 11 KPA 21	Ensure strategic approach to consultation and engagement	Carry out consultation and engagement audit	Report to full KPA			Building Public Confidence Effectively Tackling Crime and ASB Protecting the Public Making best use of resources
		Revise Consultation and Engagement Strategy	Agreed by Full KPA	Chief Executive/ Susie Latta	Dec 2009	
		Develop distinctive KPA role/ profile internally and externally.	Inspector briefing sessions	Chief Executive		
			External measure			
		Demonstrate how community views continually influence decision making.	Updates in KPA publications	Chief Executive/ Ali H		
		Develop stakeholder consultation and communications to include consultation on strategic priorities, precept setting and regular information/ updates	Four contacts per year	Ali Hammond/ Susie Latta		
		Consultation in low confidence areas	Report to KPA	Ali Hammond		
		Regular reviews of other surveys and work to understand confidence agenda	Report to KPA	Susie Latta		

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		Development of website	Online evaluation?			
	Develop consistent KPA role on CDRPs	Review of CDRPs across Kent and Medway	Report to KPA	Susie Latta		
		Improve flow of information from and to CDRPs to inform policing plan and strategic decision making	Members feedback reports and CDRP minutes collated into report			
		Develop KPA role in Oversight and Scrutiny of community safety and CDRPs	KPA members co-opted to all O&S Committees	Chief Executive		
	Develop links with other PAs and APA	Develop KPA role on regional and national network boards	Attendance at 80% of relevant APA network meetings	Chair, members Chief Executive and officers		
		Encourage input in to APA virtual networks when established				
	Active and influential role on strategic partnerships	Ensure KPA representation on KCJB and regional role GOSE,				
Delivering Value for Money and	Value for money, high PURE, low precept, strong	Further develop PIR process and focus on major investments		Treasurer		Making best use of resources
		Identify true cost of the KPA		Treasurer		

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Productivity To be a 'high value' Police Authority: - Representing value for money in policing. - Clearly demonstrating the 'value added' by the Police Authority. Link to KPA risk register KPA 23 KPA 24 KPA 08 KPA 07 KPA 12 KPA 18 KPA 20 KPA 22	programme of efficiencies	Utilize force 'dotted line' resources, where appropriate		ALL		
		Smarter processes for low frequency – high resourcing activity		Office Manager		
		Undertake a detailed review of the capital programme		A and F PPC KPA		
		Oversight of Efficiency and productivity plan, Zero Based Budgeting and Lean Management processes. Map to force and KPA committees for oversight and scrutiny purposes.	Efficiency savings of £x			
		Review of Special Priority Payments to ensure they are legal and review evidence that they are effective and value for money.	recommendation by HR Committee. Decision by full KPA			
		Review of police staff reward structures	Report to full KPA	Chief Executive		

Glossary

A & F	Audit and Finance Committee	NHP	Neighbourhood Policing
APA	Association of Police Authorities	NP	
BCU	Basic Command Unit	OSR	Organisational Support Review
CAA	Comprehensive Area Assessment	PA	Police Authority
C & CE	Consultation and Community Engagement	PO	Policy Officer
HR	Human Resources	PPC	Police Performance Committee (PA Meeting)
HQ	Head Quarters	PR	Public Relations
JSC	Joint Statutory Committee	PURE/URE	(Police) Use of Resources
KPA	Kent Police Authority	SE	South East
LAA	Local Area Agreement	SLA	Service Level Agreement
LSP	Local Strategic Partnership	SMT	Senior Management Team
MSG	Most Similar Groups	SO	Specialist Operations