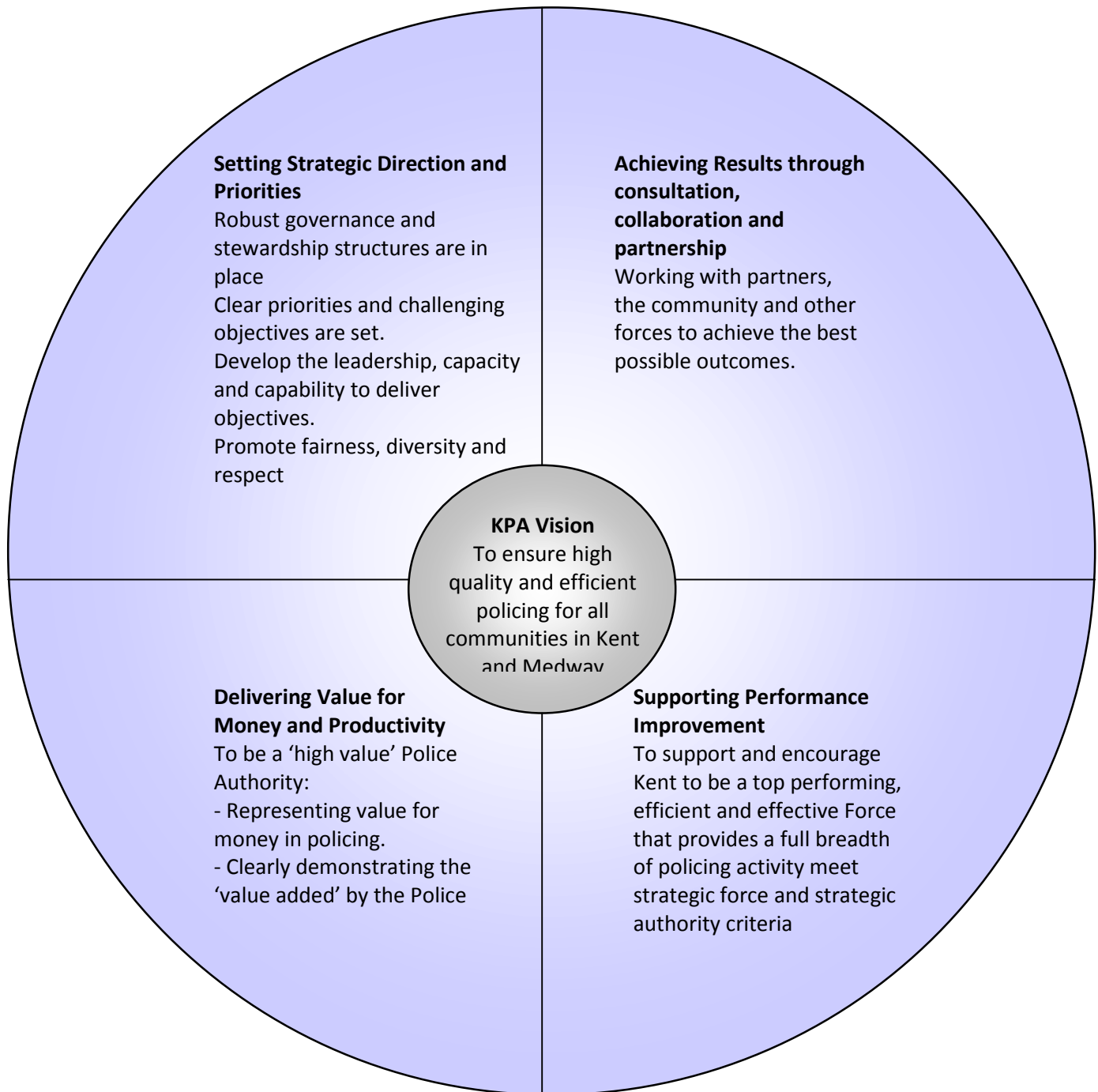


Kent Police Authority Business Plan

March 2011 – May 2012*



* This plan is extended to cover the period of transfer to Police and Crime Commissioner in May 2012.

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.

1. SETTING STRATEGIC DIRECTION AND PRIORITIES

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
Robust governance and stewardship structures are in place	1. Maintain structured programme of Authority Committee meetings	Chief Executive	Committee Programme agreed at June KPA	June 2011	KPA02
	2. Continue oversight of Force activity through lead Member and area roles	Chief Executive	Area Member roles aligned to divisional model and agreed at June KPA	Ongoing, June 2011	KPA02 KPA34
	3. Members remain 'selectively embedded' with Force business through representation on Force Committees and Boards, and through informal and ad-hoc meetings.	Chief Executive	PA representation at all relevant boards	Ongoing	KPA02
	4. Standing Orders, meeting and oversight structure fully documented for the incoming Commissioner	Chief Executive, Office Manager	Policies and procedures fully documented	May 2012	KPA34
	5. Engagement with Commissioner-elect to ensure smooth handover of governance	Chief Executive	KPA staff involved in handover to PCC	May 2012	KPA34
	6. Ensure effective capture of organisational knowledge	Policy Officers	Policy officers able to brief PCC on key PA issues	May 2012	KPA34
	7. Design a staff transfer scheme to transfer staff to Chief Constable and Commissioner	HR Policy Officer	Agreed transfer scheme	May 2012	KPA15 KPA34
	8. Design an assets and liabilities transfer scheme in line with the requirements of the Police Reform and Social Responsibility Bill.	Treasurer	Completed transfer scheme	May 2012	KPA34

1. SETTING STRATEGIC DIRECTION AND PRIORITIES

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
	<p>9. Authority involvement in the governance arrangements for restructuring including representation on Force Development Board and regular briefing seminars for Members</p> <p>10. Authority actively reviews and identifies both its own and Force/Authority risks</p> <p>11. Strategic and BCU IAGs fully engaged with Authority and views fed into discussions</p>	<p>Chief Executive, Performance Policy Officer</p> <p>Chief Executive, Treasurer, PS policy officer,</p> <p>PS Policy Officer</p>	<p>PA Representation on FDB Scheduled programme of briefings Standing item on Full Authority Agenda</p> <p>Key risks identified, and mitigated via appropriate action plans</p> <p>Diverse community views are evident in Authority and Force plans and actions</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>KPA33 KPA31</p> <p>Risk register</p> <p>KPA10 KPA11</p>
Clear priorities and challenging objectives are set.	<p>1. Policing plan for 2012-15 agreed with realistic but challenging performance objectives in light of significant budget reductions</p> <p>2. Ensure the 4-year nature of the savings requirement is reflected within the Force's financial planning</p> <p>3. Ensure relevant activity is in place to secure the in-year savings requirement and to deliver £53m reduction over 4 years.</p> <p>4. Policing Kent magazine and Policing Plan newspaper consolidated to provide effective communication on Force and Authority priorities, whilst recognising financial realities</p>	<p>Chief Executive, Performance Policy Officer</p> <p>Treasurer</p> <p>Chief Executive / Treasurer</p> <p>Communications Manager</p>	<p>Detailed discussion on priorities and resource availability at Policing Plan Group. Challenging targets set.</p> <p>Medium Term Plan approved</p> <p>Full Authority and Audit and Governance Committee scrutiny, including regular reports</p> <p>Consolidated publication released Savings delivered Feedback from public analysed and acted upon</p>	<p>March 2012</p> <p>October 2011</p> <p>Ongoing</p> <p>September 2011</p>	<p>KPA05 KPA02 KPA01</p> <p>KPA08 KPA20 KPA31 KPA06 KPA07</p> <p>KPA11</p>

1. SETTING STRATEGIC DIRECTION AND PRIORITIES

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
Develop the leadership, capacity and capability to deliver objectives.	1. Maintain on-going member development programme including training and briefings on Force Restructuring and progress of the Police Reform and Social Responsibility Bill	Policy Officers	Series of briefings programmed A shared understanding amongst Members of impact of PRSRB and Force restructuring	Ongoing	KPA05 KPA33
	2. Provide analytical support to Members to enable detailed scrutiny of key issues	Policy Officers	Regular briefings provided Effective Member scrutiny	Ongoing	KPA33 KPA01
	3. Encourage continued development of leadership and change management capacity within the Force and Authority	HR Policy Officer	Establishment of training sessions Force recognise need to focus on change management	October 2011	KPA19
	4. Implement a development programme for Police Authority Staff that recognises the skills and capabilities that will be required to support the Commissioner	Chief Executive, HR Policy Officer	Training / conferences attended Professional qualifications achieved Skills developed	May 2012	KPA19 KPA15
	5. Ensure effective handover and induction for new KPA Chief Executive	Temporary Chief Executive	Delivery of handover between Temporary C/E and new appointment	July 2011	KPA15
Promote fairness, diversity and respect	1. Oversee Force progress against Equality Standard for the Police service	HR Policy Officer, PS Policy Officer	Force to achieve its objectives	Ongoing	KPA10
	2. EIAs are utilised throughout the Force's re-organisation, and ensure diverse views from internal & external stakeholders considered	HR Policy Officer, PS Policy Officer	Stakeholder consultation undertaken to inform EIAs. EIA use documented. Scrutiny undertaken at HR Committee	Ongoing	KPA10 KPA11
	3. Complete ICV recruitment and induction programme	PS Policy Officer, Office Manager	23 ICVs recruited and successfully inducted and trained	May 2011	KPA10 KPA02

2. SUPPORTING PERFORMANCE IMPROVEMENT

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
To support and 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	1. Maintain effective performance oversight and scrutiny	Performance Policy Officer	Scheduled PPC meetings Lead Member meetings with ACC Area Operations	Ongoing	KPA04 KPA01 KPA05
	2. Focus on productivity and efficiency as key means to achieve performance improvements whilst resources are shrinking.	Performance Policy Officer, Treasurer	Progress against efficiency and VfM measure within Policing Plan Evidenced productivity improvements	March 2012	KPA24 KPA33
	3. Maintain constructive challenge to ensure stretching but realistic performance targets are met	Performance Policy Officer	Force delivery against Policing Plan targets	March 2012, ongoing	KPA04 KPA01 KPA05
	4. Provide detailed briefings and updates on the changing performance landscape	Policy Officers	Well briefed Members able to effectively scrutinise performance	Ongoing	KPA04 KPA33
	5. Monitor performance implications of organisational change and proactively identify performance risks	Performance Policy Officer	Reports to PPC identifying potential risks and mitigation Sustained performance improvement	June 2011	KPA33 KPA04
	6. Continue to monitor performance at divisional level through area Member roles	Policy Officers	Programmed series of divisional meetings	June 2011	KPA04
	7. Monitor implementation of ASB Strategy and its effectiveness in improving service delivery to the public	Chief Executive, Policy Officers	Monitoring of ASB performance framework and diagnostics Consultation with partners	Ongoing	KPA33 KPA04

	8. Continue to oversee delivery against Policing Plan objectives and monitor performance against Force Performance Plan and Protective Services Performance Framework	Performance Policy Officer	Standing items on PPC agenda	Ongoing	KPA01 KPA04
	9. Maintain sound relationships with unions and staff Associations to ensure they remain positively engaged during the restructuring process	Chief Executive, HR Policy Officer	Positive engagement with unions Lack of significant adverse challenge	Ongoing	KPA02
	10. Monitor complaints and satisfaction data to ensure early identification of any problems during restructuring.	PS Policy Officer, Performance Policy Officer	Complaints target achieved. Satisfaction targets in Policing Plan achieved. Feedback given to Force that is demonstrably acted upon, where areas of concern identified	Ongoing	KPA04 KPA33

3. ACHIEVING RESULTS THROUGH CONSULTATION, COLLABORATION AND PARTNERSHIP

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
Working with partners, the community and other forces to achieve the best possible outcomes.	1. Ensure there is workforce consultation on the change to employment status	HR Policy Officer	Positive engagement achieved	May 2012	KPA34
	2. Furthering collaboration arrangements with Essex, including the potential for a joint Support Services Directorate	Chief Executive	Business Case for Joint Support Services Directorate prepared and examined	March 2012	KPA06
	3. Ensure smooth transition of KPA's external groups to the PCC, including IAGs, ICV Scheme etc.	PS Policy Officer, Office Manager	Feedback from those organisations' members and Chairs, and from the Commissioner.	May 2012	KPA34
	4. Continue to work with Community Safety Partnerships to achieve joint objectives and outcomes	Chief Executive, Performance Policy Officer	Attendance at County Community Safety Partnership and CSU. Collective ownership of Kent Community Safety Agreement	Ongoing	KPA11 KPA05
	5. Develop stakeholder consultation and communications to include consultation on strategic priorities, precept setting and regular information / updates.	Communications Manager, Performance Policy Officer	All stakeholders have the opportunity to contribute. Audit trail of how consultation has shaped action plans and priorities	Ongoing	KPA11
	6. Maintain links with other police authorities and the APA to influence and engage with regional and national policy-making	Chief Executive, Policy Officers	KPA embedded within regional networks. KPA Chair representing APA nationally	Ongoing	KPA23 KPA20

4. DELIVERING VALUE FOR MONEY AND PRODUCTIVITY

Descriptors	Activity / Deliverables	KPA SMT lead	Performance Measure	By When	Risk register link
To be a 'high value' Police Authority: - Representing value for money in policing. - Clearly demonstrating the 'value added' by the Police Authority.	1. Challenge the Force to improve productivity and efficiency in order to deliver more for less (or the same for less)	Chief Executive, Treasurer, Performance Policy Officer	Regular reports to appropriate Committee meetings. Oversight and scrutiny of Force Productivity Framework	Ongoing	KPA08 KPA33 KPA24
	2. Support and encourage the Force to become more efficient and effective by monitoring relevant action plans in response to recommendations and actions from the Continuous Improvement Programme and Focus Programme	Treasurer, Performance Policy Officer	Scheduled Programme of PIR Forum meetings Opportunities for improvement and lessons learned identified.	Ongoing	KPA08 KPA33
	3. Drive the development of Value for Money and productivity measures	Chief Executive, Performance Policy Officer	Reports to Performance Committee. Use of Productivity measure in 2012-15 Policing Plan.	March 2012	KPA33
	4. Focus on the alignment of resources to demand and ensure this is used to inform the restructuring programme	Performance Policy Officer	Demand Coefficient graphs generated for new Policing model and used to inform Member scrutiny	September 2011	KPA08 KPA33 KPA24
	5. Design a medium term budget reduction plan to manage the KPA proportionate share of the 20% budget reductions (6%, 8%, 4%, 4%)	Treasurer, Office Manager	KPA Medium Term savings reduction plan agreed	April 2011	KPA08 KPA33 KPA24
	6. Preparation for Valuing the Police Inspection to ensure an evidence base of Force and KPA activity	Chief Executive, Performance Policy Officer	Evidence base completed	September 2011	KPA05