

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Kent Police

October 2005

Kent Police - Baseline Assessment
October 2005

ISBN 1-84473-695-4

CROWN COPYRIGHT

FIRST PUBLISHED 2005

Contents

Introduction to Baseline Assessment

Force Overview and Context

Findings

Summary of Judgements

- 1 Citizen Focus**
 - Fairness and Equality**
 - Neighbourhood Policing and Community Engagement**
 - Customer Service and Accessibility**
 - Professional Standards**

- 2 Reducing Crime**
 - Reducing Hate Crime and Crimes against Vulnerable Victims**
 - Volume Crime Reduction**
 - Working with Partners to Reduce Crime**

- 3 Investigating Crime**
 - Investigating Major and Serious Crime**
 - Tackling Level 2 Criminality**
 - Investigating Hate Crime and Crimes against Vulnerable Victims**
 - Volume Crime Investigation**
 - Forensic Management**
 - Criminal Justice Processes**

- 4 Promoting Safety**
 - Reassurance**
 - Reducing Anti-Social Behaviour and Promoting Public Safety**

- 5 Providing Assistance**
 - Call Management**
 - Providing Specialist Operational Support**
 - Roads Policing**

- 6 Resource Use**
 - Human Resource Management**
 - Training and Development**
 - Race and Diversity**
 - Resource Management**
 - Science and Technology Management**
 - National Intelligence Model**

- 7 Leadership and Direction**
 - Leadership**
 - Strategic Management**
 - Performance Management and Continuous Improvement**

Appendix 1 Performance Tables

Appendix 2 Glossary

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Kent Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent*, *Good*, *Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved*, *Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available

Kent Police - Baseline Assessment
October 2005

at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

*Kent Police - Baseline Assessment
October 2005*

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Jane Stitchbury, CBE, QPM, BA, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Kent in terms of demography, policing environment and other socio-economic factors: Avon and Somerset, Warwickshire, Hampshire, Hertfordshire, Northamptonshire, Essex and Cheshire. When making comparisons in this report, the average performance in this group, known as the most similar force (MSF) group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

*Kent Police - Baseline Assessment
October 2005*

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes Against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPAs) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes Against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

*Kent Police - Baseline Assessment
October 2005*

4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Kent Police covers an area of 1,443 square miles in the south east of England. The county is divided into nine policing areas (basic command units – BCUs) (see map below) with a resident population of approximately 1.6 million, a quarter of whom live in rural areas. The minority ethnic population accounts for 3.5% of Kent's total population, and the majority of minority ethnic permanent residents are concentrated in the North Kent and Medway policing areas, while a significant population of asylum seekers are to be found in South East Kent and Thanet. The county is the principal gateway to Europe, with the Channel Tunnel and major ferry ports to France and Belgium being situated in Kent, and around 33 million cross-channel passengers travel through the county each year. This generates significant transport and social infrastructure issues, notably asylum-seeking matters as mentioned above.



Other demographic challenges and impending developments include: policing Bluewater, the largest retail park in Europe, which has 27 million visitors annually and the McArthur Glen designer outlet at Ashford, attracting 77,000 visitors per week. In addition, there are two nuclear power stations sited on the Dungeness peninsular; the Ashford international rail terminal; and migrant reception centres at Ashford and Cranbrook. The area has also been identified by the government as having the potential for regional growth, with plans to deliver an additional 11,800 dwellings in the Ashford area between 2006 and 2011. The likely impact on the future policing requirement will be significant. The opening of the channel rail link at Ashford will further change the nature of the area by encouraging further growth and development. Kent is unique among English forces in having a police station in Coquelles in France, staffed by Kent officers.

The force command team (FCT) is now well established with permanent staff at every level. There is a good blend of complementary skills among FCT members that afford the Chief Constable the opportunities to deliver against the continuing demands and competing challenges faced by the force. This continuity of leadership and direction is already showing positive results in terms of increasing levels of reassurance and partnership with communities. The relationship with the police authority is mature and provides for a healthy challenge and constructive dialogue.

*Kent Police - Baseline Assessment
October 2005*

Each BCU command team consists of a superintendent (area commander), who has significant devolved operational responsibility, a chief inspector (operations), a detective chief inspector (crime manager) and a business manager. Two assistant business managers – finance and administration, and personnel – support the business manager. The lack of coterminosity between the nine BCUs and various local authorities is now actively being addressed. It has been accepted that the previous arrangements had the potential to hamper planning and relations with the statutory crime and disorder reduction partnerships (CDRPs).

Full-time equivalent staffing levels as of September 2004 were 3,590 officers, 2,370 police staff, 58 police community support officers (PCSOs) and 329 special constables. The force revenue budget for 2004/05 is £245.8 million.

The relatively high cost of living in the county and the proximity to the Metropolitan Police Service (MPS) has generated some significant retention issues in Kent. The force has addressed this by introducing an enhanced package in the BCUs in the north and west of the county, those most at risk of losing staff to surrounding forces, and staff movement has generally been stabilised. However, the ongoing need exists for workforce monitoring, and engagement remains a priority that must be maintained if future problems are to be avoided.

The force has a proven history of focusing on crime, and introduced the Kent policing model (KPM) in the mid-1990s. A forerunner of the National Intelligence Model (NIM), the KPM directs resources through intelligence-led policing and, as a consequence, performance against headline crimes has been historically good. The force, under the stewardship of the new Chief Constable, and the police authority, has recently signalled its intention to place more emphasis on the reassurance agenda and community policing through an enhanced KPM.

*Kent Police - Baseline Assessment
October 2005*

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Fair	Improved
1C Customer Service and Accessibility	Excellent	Improved
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Stable
2B Volume Crime Reduction	Good	Improved
2C Working with Partners to Reduce Crime	Good	Improved
3 Investigating Crime		
3A Investigating Major and Serious Crime	Good	
3B Tackling Level 2 Criminality	Good	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Fair	Stable
3D Volume Crime Investigation	Fair	Stable
3E Forensic Management	Good	Stable
3F Criminal Justice Processes	Good	Stable
4 Promoting Safety		
4A Reassurance	Good	Improved
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Improved
5 Providing Assistance		
5A Call Management	Excellent	Improved
5B Providing Specialist Operational Support	Good	Stable
5C Roads Policing	Good	Stable
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Good	Improving
6C Race and Diversity	Excellent	
6D Resource Management	Excellent	Stable
6E Science and Technology Management	Excellent	Improved
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Good	Improved
7C Performance Management and Continuous Improvement	Good	Stable

1 Citizen Focus (Domain A)

The citizen focus agenda has been clearly set by both the Kent Police, in partnership with the police authority, and other key players in the community. The proactive leadership of members of the FCT has reinforced the need to understand and engage with members of minority groups. The positive response to challenges in respect of its Race Equality Scheme (RES) has resulted in aspects now being regarded as good practice and a force independent advisory group (IAG) is being introduced. Continued emphasis in relation to neighbourhood policing and community engagement has achieved positive results and work continues in this regard under the banner of the Kent Policing Standard. There may be marketing issues yet to be explored fully in relation to the Standard and the widening use of PCSOs, where some innovative approaches have been identified.

1A Fairness and Equality

Good

Strengths

- The FCT has demonstrated a strong commitment to the diversity agenda both internally and externally. The deputy chief constable (DCC) is the force champion for diversity matters and has a very high level of visibility in this regard. The force has for some time utilised community contacts to good effect and is in the process of facilitating the introduction of a formal IAG; the drive here is for it to be truly independent.¶
- There is a strong commitment to diversity issues by the police authority. The clerk and a member sit on the diversity and fairness strategy board. Members of the authority sit on a range of consultation forums and local liaison groups, as well as arranging consultation meetings with minority groups.
- The Commission for Racial Equality (CRE) conducted a formal investigation of the police service during the course of this baseline assessment. The force's RES was found to be non-compliant; however, after revision by the force, the CRE have deemed the scheme lawfully compliant.
- The CRE has identified elements of this force's RES as good practice.
- The force has widened its audit of proportionality so that it encompasses not only stop search data but also a range of other interactions with the community. This data includes information that is available from HORT/1, VDRs, PNDs (penalty notices for disorder) and arrests. It is envisaged that this work will be developed in the criminal justice arena. The force remains alive to the continuing Gateway to Europe issues and is actively monitoring data relating to immigration detainees.¶
- The innovative use of Sikh police staff to establish clinics within black and minority ethnic (BME) meeting places, such as Mosques and Gurdwaras, has forged meaningful and trusted links within the various black and Asian communities in the north of the county.
- The diversity and fairness strategy board meets bi-monthly to review the delivery of each of its supporting action group's action plans. These groups each have ownership of an area of the force's three-year plan. Chaired by a superintendent, or

police staff equivalent, they deliver against both the internal and external aspects of the plans and ensure broader ownership and mainstreaming of diversity issues across the force. The strategy group ratifies any initiative that has force-wide implications.

- With the intention of heightening diversity awareness among staff and supervisors, a diversity training programme is being delivered via a Train the Trainers course. All area training officers, police staff and officers in training roles at headquarters and community liaison officers attend the course. After piloting, it will roll out in June 2005 with two courses a month.
- All members of the diversity support team have completed the Train the Trainers course and are now in the process of completing the certificate in equality and diversity through Christchurch College, Canterbury.
- As part of the Kent probationer development programme (KPDP), all new police officers have one-week placements in the community with hard-to-reach or listen-to groups. Following this, they write a 500-word report identifying the learning outcomes of the experience. This report is presented to members of the strategic management board. Probationers who have already been involved in this experience have praised it highly, and believe it more readily allows them to appreciate the needs of different members of the community. They prefer it to a classroom-based approach.
- Good progress has been made in adapting not only physical access to buildings, under the terms of the Disability Discrimination Act, but also in addressing the wider aspects of disability within a variety of areas where there may be interaction between Kent Police and the community.

Areas for Improvement

- The use of police staff to establish clinics within hard-to-reach groups could be more corporately managed. Their role is evolving without fully defined parameters. Bespoke training around tasking, community contacts and intelligence management would benefit the gathering and accurate submission of valuable community intelligence.
- A representative from the Gay Police Association regularly advises BCUs on strategies, such as how to approach gay cruising zones across the county. There is, in fact, a policy on these matters but there is scope to either relaunch it or reinforce its message to ensure a proportionate and corporate response.
- Trust and communications within various visible and non-visible minority groups could be improved by highlighting the work currently conducted in relation to the disproportionality of stop search etc. Good practice has been identified elsewhere with the active involvement of groups, such as IAGs, in the scrutiny and monitoring of data.

1B Neighbourhood Policing and Community Engagement

Fair	Improved
-------------	-----------------

Strengths

- Work to develop the Kent Policing Standard has been going on since May 2004 and, with the support of the command team, the launch has recently taken place (30/05/05). Full account has been taken of the Association of Police Authorities (APA), the Association of Chief Police Officers (ACPO) and the Home Office Citizen Focus Agenda, and the work reflects issues picked up in the extensive public consultation regime. This includes work from citizens panels that have proved a rich environment to identify recurring themes.
- The partnership and crime reduction department is proactively engaging in a range of community projects aimed at reducing anti-social behaviour and reflecting the increasing drive for greater community engagement. A recent example is the work, together with CDRPs, to achieve a reduction in violent crime committed within the night time economy by 10%.
- The Chief Constable has led the force in a concerted effort to establish improved links in relation to neighbourhood policing and engagement with the community. A headquarters department co-ordinates this activity and is able to demonstrate a wealth of initiatives in this regard.
- The neighbourhood policing pilot schemes are developing neighbourhood consultation processes. The existing neighbourhood officers within the pilot areas have received training in relation to environmental audits and key individual networks.
- Kent Police now have in excess of 300 neighbourhood officers working to the force neighbourhood strategy of: 'Working to build safer neighbourhoods in unison with communities and partner agencies by tackling crime, the fear of crime, anti-social behaviour and issues of local concern'. The neighbourhood policing project aligns itself to the National Reassurance Model. Neighbourhood officers within seven pilot sites have received training in relation to community engagement. This effective partnership, working with local authorities and Kent County Council, has resulted in the introduction of as many as 100 wardens bolstering the uniform street patrol presence.
- The KPA is supporting infrastructure growth in relation to neighbourhood and reassurance policing through a committed fund of £1.7 million. This fund has been used to finance both capital (eg mobile police stations) and revenue (eg specific neighbourhood policing operations) spending.
- Inspection activity at force and BCU level has identified very good partnership links in areas such as South East Kent, which has large communities of asylum seekers.
- Parish special constables continue to be viewed as a very important resource, having their own role requirements and policy statements. An undertaking has been given that these officers will be allowed to police their parish without abstraction,

other than in the case of major incident or training.

- Innovative use has been made of PCSOs in schemes, such as the family management programme, where they provide mentoring and support for families identified as in need of these assets. The fact that some have been in post some years provides stability for the families and has produced really positive results. PCSOs are also used in a range of other activities outside what might have been considered a primary focus for activity ie routine street duties.
- There is a strong focus on community issues in the current probationary training regime (See Fairness and Equality).
- The enhanced Kent community messaging system (a successor to Ringmaster) has been piloted in Swale and is to be rolled out. This new system is e technology based and it is hoped that it will be able to deal with texts, e-mails etc and respond to the caller using their same method of contact.
- The role and profile of the neighbourhood policing officer had been raised with special priority payments being awarded. Significant work was being undertaken to increase the funding opportunities for PCSOs; and it was hoped to raise the next intake from 19 to 76 through matched funding opportunities, which they hoped to base within schools and colleges targeting the 15—25 age group.
- The role of incident manager has been introduced across the force. This role is to receive, assess and complete full investigations of calls and reports, research local databases, update systems as required and provide guidance and advice to callers. It is also within their remit to provide information that informs tasking and co-ordination processes and maintains effective working relationships between police and other partnership agencies and organisations.

Areas for Improvement

- With the growing numbers of PCSOs, a need has been identified for greater marketing, both internally and externally, to raise awareness of their roles and powers.

1C Customer Service and Accessibility

Excellent

Improved

Strengths

- While the data under review in relation to customer satisfaction does not provide for benchmarking over time, the force has been comparing its own performance against that of other forces in their MSF group and is seen to be performing particularly well (see Appendix A).
- The good performance in relation to customer satisfaction reflects the emphasis of the Chief Constable and police authority on improving and prioritising quality of service. There is also a commitment to improve timeliness and quality of the service provided by the force communications centre; to develop witness and victim services as part of the criminal justice strategy; to offer reassurance through the development of visible and neighbourhood policing; and to implement the Kent Police Standard. This is a contract with the communities of Kent that identifies the service standards the force is committed to delivering.
- All force control room staff are presented on appointment with a copy of the *Force Control Centre Contact Management Strategy*. The force communications centre (FCC) vision is to deliver 'a professional, citizen-focused service, that strives to be a centre of excellence as the main point of contact for members of the public and police staff'. All staff receive contact management training that focuses on how their behaviour can impact positively or negatively on public confidence, satisfaction and reassurance.
- A new system, which is e-technology based and intended to deal with texts, e-mail etc, has been launched in Swale and is to be rolled out across the Force. The new system, the successor to Ringmaster, is known as the Kent community messaging system.

Areas for Improvement

- The recent launch of the Kent Police Standard has apparently been internally focused. While it is understandable that the FCT does not wish to indicate to the public that standards may be anything less than expected, there may be the opportunity to market the Kent Police Standard to better effect.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, APA, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

The strong emphasis in terms of crime reduction on a range of key crime indicators has been maintained in 2004/05. A number of very successful partnership initiatives at strategic and tactical level have served to continue the overall downward trend. There remains scope to reduce some of the potential for duplication and improved communications with improved co-terminosity. This fact has been recognised and progress is now evident to improve this area.

2A Reducing Hate Crime and Crimes Against Vulnerable Victims

Good	Stable
------	--------

Strengths

- There is good evidence of strategic leadership in the support of working relationships with other agencies, and strong personal chief officer commitment including chairing of several consultation and strategy groups.
- The force uses its intelligence-based policing model to target those engaged in racist or homophobic behaviour.
- Where appropriate, the force uses a positive arrest and prosecution policy in areas involving domestic violence.
- The force actively encourages third-party reporting in relation to hate crime and launched, as did other forces, the True Vision initiative aimed at increasing confidence in reporting of hate crime.
- As part of their training, probationary constables undertake placements with community groups. The aim is to 'maximise the learning experience and to give an understanding to probationary officers of other organisations, diverse communities and groups within their police areas' (see Fairness and Equality).
- Chief officer's portfolios have been laid out so that domestic violence, child abuse and hate crime each have a specific ACPO champion.

Areas for Improvement

- There is the potential for increased use of prison intelligence within the multi-agency police protection arrangements (MAPPA) and IPPO systems that, if translated to the relevant area through neighbourhood policing, would increase the force effectiveness in offender management.
- A strategic decision has been taken not to include hate crime as a feature in the areas-based control strategies or in the strategic assessment. The position is that the low volume of incidents recorded does not make this a feature within the priorities identified under NIM. However, given the importance attached to this area of police activity the force may wish to reconsider its decision.

2B Volume Crime Reduction

Good	Improved
------	----------

Strengths

- The upward trend in overall recorded crime per 1,000 population identified in the October 2004 baseline has been reversed and the 2004/05 figure of 85.3 per 1,000 population remains below that of the MSF group, with the force being third of eight and just outside the top quartile nationally. A good performance has again been achieved in relation to vehicle crime with a reduction on 2003/04, placing the force second in its MSF group. Similar performance has been achieved in relation to domestic burglaries with the Force now being placed fourth in its MSF group and mid-table nationally. Despite a slight rise in violent crime the force remains second of eight in its MSF group, with a rate well below both MSF and national averages (see Appendix A).
- BCUs are held to account for volume crime performance as part of the performance and operational review (see Performance Management and Continuous Improvement). The DCC receives a weekly briefing on performance issues and is proactive in engaging with BCU management.
- Kent contributes to a host of national volume crime reduction work-streams, such as project Armada (see Criminal Justice Process) and project Enhance (see Performance Management and Continuous Improvement).
- Great emphasis is placed on crime reduction and over successive years excellent progress has been made in consistently reducing crime. Kent utilises well-established intelligence-based processes, which are NIM compliant, with a view to addressing a range of crime reduction priorities.
- The force has received a 'green' for the second year running in relation to high levels of accuracy and compliance with the NCRS (National Crime Recording Standard). This is largely the result of an impressive and proactive crime-auditing regime, which ensures robust scrutiny in relation to all areas of reported and recorded crimes.
- The ACC (area operations) leads on volume crime performance through the chief superintendent (area operations) who closely monitors BCUs' performance. Further impetus is given by the DCC who actively oversees performance generally.
- The force is actively engaged with other agencies, such as the county drugs advisory team, the Kent and Medway licensing forum, local authorities, fire service and trading standards department, with a view to reducing alcohol-related crime. A number of positive initiatives have taken place involving these agencies, for example, the Spike campaign highlighting the danger of spiked drinks. The force has made good use of the Police Standards publication *Tackling violent crime in the night time economy* in its bid to tackle alcohol-related crime and disorder.
- The chief superintendent (area operations) manages a 'pump priming fund'—available to support BCU initiatives and operations to tackle volume crime on a short and medium-term basis. Applications for this funding are NIM based.

- The enhanced Kent community messaging system has been piloted in Swale and is to be rolled out. This new system is e-technology based and it is hoped will be able to deal with texts, e-mails etc and respond to the caller using their same method of contact.

Areas for Improvement

- The British Crime Survey (BCS) 2003/04 highlighted the high levels of concern about violent crime and car crime in Kent, with the force being bottom of its MSF group in both categories. It does, however, have one of the lowest recorded levels of vehicle crime in its MSF.
- The force is one of 12 in the country that has acted as a pilot for the statutory charging process. This has adversely affected performance, particularly in relation to detections. There is every expectation that after the initial performance gap encountered during 2004/05 the situation will stabilise in the coming months. This area should be closely monitored to ensure this is indeed the case.

2C Working with Partners to Reduce Crime

Good	Improved
-------------	-----------------

Strengths

- The Chief Constable is the portfolio holder for reassurance on behalf of Kent Police. He discharges this function through a wide range of meetings at partnership and strategic level, placing a clear value on multi-agency approaches to crime reduction.
- All 13 CDRPs in the county have adopted an information exchange protocol, and training for all partners has been provided by the force. The protocol has been identified as an example of national good practice and is recommended through Centrex. The main benefit has been the exchange of personal information between agencies in order to obtain Anti-Social Behaviour Orders (ASBOs).
- The Kent Caddie project was launched in 2004 with other agencies and local authorities. This geo-coded internet database includes data from all involved, and has proved invaluable in identifying the issues in crime audit programmes across the county.
- There is a good strategic relationship with Kent County Council (KCC), which has resulted in the joint funding of a chief superintendent post. Indeed the chief executive was actively involved in the selection of the current chief superintendent as an equal partner. Other joint funding arrangements with regard to PCSOs and neighbourhood wardens have been arranged and include a joint training unit to accredit local authority community wardens.
- Kent has employed a dedicated bid co-ordinator, whose role includes generating income from bidding opportunities and attracting income for specific activities. They also market and promote the bid or joint bid consultation process to the force, strategic partners and other agencies to attract external funding opportunities.
- There have been some notable multi-agency operations, such as operation Cubit, which tackled vehicle excise evasion and related criminality. Operation Cubit has been extended to Cubit+, which now includes the cleaning of streets at the same time as vehicle removal. The intention here is to remove traces of graffiti and other detritus that increases fear of crime. Thousands of tonnes of rubbish have been removed as part of this initiative, whose ultimate aim is to tackle signal crimes and thus improve quality of life and perceptions of public safety.
- A multi-agency steering group has been established to oversee the further extension of the 'police family'. This group includes the police authority, KCC, Medway unitary, district authorities, community safety officers and representatives from internal police staff associations.
- A number of PCSOs have been appointed to the joint family management programme. Training has been provided, ranging from interventions to building case files and applications for ASBOs. Feedback has been received to the effect that the length of time these staff have remained in post has provided valuable continuity with families.

*Kent Police - Baseline Assessment
October 2005*

- A community safety officer (CSO) has been appointed within the police partnership and crime reduction department to liaise with CDRPs, local authority appointed neighbourhood wardens and police-related CDRP officers. This is another example of innovative use of non-sworn staff.
- Significant effort is being directed towards developing partnerships to tackle crime and anti-social behaviour (ASB) in a co-ordinated manner. Innovative work is currently being carried out in conjunction with agencies, such as the RSPCA and English Nature.
- The force is proactively engaging with local authorities in a number of areas where the night time economy is booming and a range of initiatives are in hand to address and reduce binge drinking and ASB caused through drink.

Areas for Improvement

- There is a lack of coterminosity between BCU and local government boundaries, and therefore CDRPs. This results in some duplication of effort by BCUs and local authorities, and feedback has been received from external stakeholders that this issue has adversely affected partnership working at district level. The issue of coterminosity is being addressed under the banner Project 2015, which recognises the wider dimensions to policing in Kent.
- With the advent of the ability of the duty on police authorities to be part of CDRPs, the police authority has allocated one member per CDRP. The members, however, feel somewhat disempowered, as they have no financial resources within the CDRP. The force and the police authority should work together to resolve this issue, as there is an apparent lack of clarity as to the reason for their involvement at the meetings. The issue of having financial resources on which to draw raises constitutional issues over the role of police authority members and where their powers begin and end in relation to operational matters.

3 Investigating Crime (Domain 2)

Kent Police has a strong and well-documented history in tackling serious and organised criminality at not only local level but also on the wider regional and indeed international arena. This is particularly important, as the county is known as the Gateway to Europe with a host of cross-channel ferry terminals and the Channel Tunnel. There is scope, however, for the introduction of a greater centralised major crime investigation capacity, which might include analytical capability. Performance in relation to tackling volume crime has deteriorated during 2004/05 and this is reflected in the following paragraphs together with detailed data at Appendix A. Performance in relation to the detection of hate crime has also weakened during 2004/05. Conscious of this weakness, the force has responded positively and a number of measures are now in place to recover the situation. An improved performance regime is now apparent in the management of forensic support, which if maintained has the potential to positively impact upon overall detection rates.

3A Investigating Major and Serious Crime

Good

Strengths

- The force has a highly regarded and proven track record in the investigation of major and serious crime. It has attracted favourable comment in previous HMIC inspections, notably the last formal inspection where organised crime, immigration and drug trafficking featured highly. More recently, a number of major investigations have been brought to a successful conclusion, some of which involved excellent cross-channel liaison to prevent and detect terrorism.
- The use of ANPR (automatic number plate recognition) technology and the subsequent intelligence continues to be developed and to be used as an additional investigative tool for major incident investigations. There is an extensive range of fixed ANPR sites that are supplemented by the use of mobile equipment tasked through the NIM process.
- Within the major investigation room, the force has developed the role of researcher, enabling the identification of fast time lines of enquiry for development and prioritisation by the SIO (senior investigating officer).
- Good resilience has enabled a dedicated review team to be established to investigate unsolved historic cases. This team also has a remit to periodically review ongoing investigations under a framework designed for this purpose and which allows for new developments, such as developing forensic science, to be considered.
- The increasing utilisation of retired SIOs, now retained under the 30-plus scheme to mentor and develop new SIOs, has proved positive in terms of best value and succession planning. These officers are also regularly involved in the impressive force Hydra training suite. They have proved a laudable asset for continuity purposes particularly in historic case reviews and the increase in trial appeals.
- Family liaison officers (FLOs) are closely monitored and their workloads and current case files regularly reviewed to ensure the early identification of work-related stress.

- There is comprehensive evidence of rigorous performance management relating to the major investigation function. This includes ongoing review, peer assessment, a formalised four-stage review process and ongoing budgetary control. All investigations are conducted under the guidelines of the *Murder Investigation Manual*.
- The philosophy of maximising the 'golden hour' of major crime investigation ensures that all available resources are deployed within the first 72 hours, with the objective of bringing the investigation to early and successful resolution.
- Community liaison officers (CLOs) are utilised as part of the investigation teams to collate intelligence on community tension and to disseminate information to communities to calm potential concerns. The intelligence collection strategy relating to any major investigation includes the assessment of community tension and conflict. The force has provided comprehensive evidence of initiatives undertaken to engage with minority groups in a number of recent major investigations where there was the potential for racial or homophobic tensions.

Areas for Improvement

- Some BCUs have experienced difficulties in recruiting and training CID officers. This is attributed to the preferential shift patterns and differential work responsibilities among their uniform colleagues. Steps have been taken including the introduction of special priority payments in the north of the county to mitigate against this, however there may be other ways, yet to be explored, to make this type of specialism more attractive to potential detective officers.
- Having recognised a potential area of weakness, refresher training for all ex HOLMES indexers has been undertaken. The force might wish to consider expanding this further, through the utilisation of officers subject to Disability Discrimination Act restrictions within a non-confrontational role.
- A permanent core major investigation team is one method by which staff might be attracted to this specialism. The current system, which relies heavily on precepting from BCU, does not afford for continuity or the development of expertise. It also may result in BCU commanders being reluctant to train staff in skills, such as HOLMES, when they know these staff are likely to be abstracted for unknown periods of time and at short notice.
- A full-time major incident team would be desirable and should be considered in relation to the force restructuring from nine to six BCUs. Opportunities presented by the reorganisation should be maximised to address the overall balance of experienced investigative staff between BCUs and headquarters CID. A further benefit would be the opportunity, through analysis, for greater levels of preventative activity on homicide along the lines of that being undertaken in relation to domestic violence.
- While SIOs engaged under the 30-plus scheme are fully accredited, their 'currency' may be an issue. They do receive training and are regularly employed in reviewing

major and serious crime. This may, however, be an area where the force wishes to formalise training and the reaccreditation of these valuable members of staff.

- The force, late adopters of the nationally accepted definition of critical incidents, should actively progress measures to enhance the levels of awareness and understanding among staff at various levels across the organisation.

3B Tackling Level 2 Criminality

Good

Strengths

- The force demonstrates high levels of NIM compliance with a cohesive force strategic and tactical tasking and co-ordination process led by ACC (central operations). This officer also attends and maintains the link between regional and force control strategies.
- Effective sharing of intelligence between Kent and surrounding forces, notably the MPS, has resulted in initiatives such as the effective use and deployment of ANPR and other resources and a campaign to detect and disrupt travelling criminals.
- Kent Police has a strong and credible record in relation to tackling level 2 crime and also, by virtue of the Gateway to Europe issues, level 3 international cross-border crimes. (See also comments under Investigation of Major and Serious Crime.)
- At the time of assessment the force had issued orders under the Proceeds of Crime Act (POCA) to the value of £962,910. One hundred and fifty-two confiscation statements had been submitted between January and September 2004, the second highest in the country behind a large metropolitan force. Cash seizures for the financial year under inspection 2004/05 were, at the time of assessment, standing at £998,286. Cash forfeited under POCA stood at £97,263.
- The force routinely engages in operations in partnership with HM Revenue & Customs and the Immigration Service, one notable result being the seizure of 60 kilos of cocaine. The joint intelligence unit at Folkestone is an example of good practice in this regard and demonstrates the ability of the relevant agencies to establish effective joint working practices.
- Kent Police has a European strategy adviser who facilitates relationships with cross-channel partners. There is a police station at Coquelles in France and a joint intelligence unit including Crown Prosecution Service (CPS), Customs and Immigration.
- The successful completion of a number of large level 2 drugs operations during 2004/05 includes operations Terminate and Commando. They were conducted in the North Kent and Medway areas; the combined tactical operations resources being utilised to neutralise a drugs supply ring where between 70 and 80 persons were arrested, all but five pleading guilty. This action has resulted in Home Office recognition and has done much to reassure local communities.
- Effective analysis has identified interesting links between fly tippers and level 2

criminality. This relates to illegal tipping of all kinds of refuse, medical waste and contaminated materials in areas such as industrial estates by less than scrupulous, organised criminal gangs. The intelligence gathered on these individuals and groups has allowed for efficient targeting and resolution, by way of ASBO, by rural officers who have become empowered to act and feel they are now receiving the necessary support.

Areas for Improvement

- Tensions remain concerning the capacity to effectively address both level 1 and level 2 criminality. This is manifested in frustrations among some level 2 operatives who feel they are being abstracted to level 1 operations on too frequent a basis. However, effective tasking and co-ordination and the introduction of a third surveillance team should mitigate this problem.
- The force needs to progress plans to draw up a performance framework in relation to level 2 crime. This framework will determine which results are being achieved against the strategic assessment and control strategy, and will assist the Kent Police in both deployment and the benchmarking of success.
- While there are examples of effective level 2 operations to tackle artifice crime, the force may wish to reconsider the lack of formal collaboration with other forces relating to travelling criminals who target the elderly or vulnerable. There is an increasing recognition in the region that cross-border collaboration needs to be formalised. So far, these have been apparent ad hoc arrangements. However, there are concerns within the force that the current strong level 2 position may be weakened by such a formalised structure. HMIC suggests that while recognition is given to the strong position of Kent, the developing situation should be resolved through a negotiated intelligence-based approach.

3C Investigating Hate Crime and Crime Against Vulnerable Persons

Fair	Stable
-------------	---------------

Strengths

- The Chief Constable reviews hate crime performance on a bi-monthly basis at meetings of the performance committee.
- The chief officer portfolios have been designed so that the DCC leads on hate crime and diversity matters and the ACC (central operations) leads on child abuse and domestic violence issues. These responsibilities are discharged through robust performance monitoring.
- Senior managers demonstrate their commitment to hate crime issues and investigations through the effective supervision of incidents. This is complemented by developing partnerships, establishing communication links with the community and by leading staff consultation groups to ensure internal issues are also tackled.
- During 2004/05, at a rate of 83%, Kent was placed first in its MSF group and second nationally for the percentage of victims of racist incidents satisfied with police action taken.
- Action has been taken ahead of the No Witness No Justice agenda to create a witness care unit, which establishes at an early stage of proceedings any issues surrounding each witness. These include the taking of statements, identification of any potential language, cultural or domestic issues which may adversely affect the witness and the taking of a personal impact statement that identifies in the clearest terms how the crime has affected the victim.
- The force fully supports the MAPPA process and meeting structure. These meetings include external agencies and are held weekly, sometimes being chaired by the probation officer or the local detective chief inspector. There is recognition within force of the potential for increased use of prison intelligence within the MAPPA and PPO (persistent and prolific offender) systems that, if translated to BCUs through neighbourhood policing, would increase effectiveness in offender management.
- Each BCU has a structure to support the investigation of hate crimes and incidents. This includes ensuring that a trained officer and a qualified investigating officer are used to carry out and/or review all hate crime-related investigations.
- Other agencies are encouraged to assist with the detections, as well as the reduction of criminal offences, particularly in relation to hate crimes and vulnerable victims. The CLOs are the pivotal point of reference for the agencies through the CDRPs and good relations have been reported in recent BCU inspections.

Areas for Improvement

- There is scope for greater corporacy of investigation of all categories of hate crime across the force. The special investigation unit pilot sites of North Kent and Swale BCUs are potentially good practice and consideration should be given to the full implementation of overall hate crime investigation.

*Kent Police - Baseline Assessment
October 2005*

- While HMIC would support the force's commitment to special investigation units that occurred during 2004, the accreditation of detectives involved in the investigation of child abuse should, as mentioned in the Climbie inquiry, be expedited.
- The introduction of an inspector to review issues such as proportionality is welcomed, as is the recent introduction of a force IAG. While the force has shared results in fora such as the 'minority public consultation forum', There are significant benefits from formalised IAG oversight in respect of hate crime investigation, not only from a trust and confidence perspective, but also from allowing critical challenge around policies and procedures. This force may wish to develop this approach.
- Performance over the last three years in detecting racially aggravated crime has been variable. For the period 2003/04, 38% of racially aggravated crimes were detected, against a target of 40%, which was slightly below the previous year's performance. Performance in 2004/05 would appear to have dropped to 37% against the same target, however the defined target has widened to incorporate all hate crime. This performance places Kent seventh of eight in its MSF and in its table nationally. Performance in detection of racially or religiously aggravated offences has also reduced year on year, but remains marginally above the MSF and national average (see Appendix A).

3D Volume Crime Investigation

Fair	Stable
------	--------

Strengths

- The ACC (area operations) is directly responsible for investigative performance. He not only chairs BCU crime manager meetings at force level, but also has implemented a force recovery plan to improve performance in terms of sanction detections and offences brought to justice. This approach is reinforced by area visits and a weekly executive meeting with key performance managers.
- Kent has maintained its performance in relation to offences brought to justice and has introduced an effective policy to increase the number of offences disclosed by offenders that are taken into consideration. Significant improvements have also been made in the numbers of Class A drugs supply offences brought to justice per 10,000 population (54% rise), with a particular emphasis on cocaine. The latter successes have been achieved as a result of significant operations in North Kent and Medway.
- As part of the force detections recovery plan, significant changes have been made to the working practices at key BCUs. These interventions have resulted in increased detection performance, not only at the targeted BCUs, but also at force level.
- An effective crime registrar is supported by a robust and proactive crime audit unit with a wide-ranging audit programme, including a review of all 'no crimes' and reclassifications, and all 'detections – no further action'. Thematic audits are undertaken covering specifically defined areas, eg burglary and robbery. External auditors have graded the robust crime audit regime as 'green' for compliance with NCRS for two years in succession.
- A detective superintendent has been appointed to address the issues of underperformance across the force in terms of detections. This individual, who comes from a high-performing BCU, has established a team of experienced detectives who are able to offer advice and guidance to BCUs who need support. They have commenced work in the north of the county where they can maximise results.
- ANPR is a widely used tactical option that is bid for through the force TCG (tasking and co-ordination group) structures. In addition to the mobile facilities, there are already fixed-camera sites and plans to introduce more at strategic locations. The plans for the supporting software will include significant data warehousing and make the facility intelligence based and searchable retrospectively to track the movement of known criminals and plot trends. The force recognises the potential of this valuable tool in combating volume crime.

Areas for Improvement

- Performance in 2004/05 in relation to overall detections for volume crime investigation has deteriorated across a range of performance indicators when compared with 2003/04. The same picture is replicated in relation to sanction detections (see Appendix A).

*Kent Police - Baseline Assessment
October 2005*

- The force has identified that area crime management units (ACMUs) have the potential to become areas where staff on light or recuperative duties are posted, often without the necessary expertise. The net result is that the units are not fulfilling the valuable audit and quality assurance (QA) role for which they were designed. There is a need for long-term, experienced and committed staff in these units to oversee crime allocation, ensure that directions are fully complied with, and to maximise the opportunities for detections before crimes are filed.
- There is scope across the force for improved bail management as has been identified in areas such as North Kent. Improved bail management has the potential to ensure all opportunities for detections are maximised. Better management would also ensure a robust and timely chase-up on offenders who abscond while on police bail.
- There is scope for adjusting the size of the major investigation team to reduce abstractions but there appears to be no scope for spreading the load in terms of investigative abstractions from major crime. Indeed, as most major and serious crime occurs in Medway and North Kent, there may be greater regular abstractions in this area of the force where such expertise is needed most.
- Following work undertaken in North Kent, it is apparent that officers were able to file crimes without appropriate supervision. A number of filed crimes were found to have detection opportunities that had not been explored.
- While the majority of case intervention team staff are uniform officers, there is an acknowledgement that experienced detectives are needed to maximise the opportunities both in terms of intelligence gathering and obtaining TICs from suspects. Experience has shown that in South East Kent the provision of credible and experienced detective staff has proved beneficial.
- The force should review the role of forensic clerks within BCUs as they have the capacity to have a positive impact on 'tackling today's crime today' through the early identification of potential suspects and the preparation of arrest packages for the area crime cars. The presence of a forensic clerk would also assist performance monitoring in relation to DNA and fingerprint hit conversions.
- Evidence within one BCU has shown that there is greater opportunity for validating and invalidating crimes within the ACMU. Where robust and ethical processes are in place the outcomes would include the reduced volume of work and an increased focus on detectable crimes. It has been suggested that greater corporacy and more vigorous application of policy, in this respect, could reduce the number of recorded crimes by an estimated 8,000, and have an immediate impact on increasing the detection rate by up to 1.6%.
- There is a positive correlation between higher detection rates and the use of crime cars. Consideration should be given to ensuring BCUs have the ability to respond to opportunities for early crime detections through the use of crime cars.
- It has proved difficult to recruit and retain detective constables in crime teams across the force due to reasons that include: preferential shifts systems for

*Kent Police - Baseline Assessment
October 2005*

uniformed officers, special priority payments for uniform staff and not CID, a lack of ownership of uniform staff regarding performance, sanction detection rates, crime reduction and offences brought to justice (OBTJs). HMIC considers that increased local ownership of both crime matters – investigation and reduction of crime by uniform staff – may be beneficial in resolving this issue.

3E Forensic Management

Good	Stable
------	--------

Strengths

- The introduction of a senior police officer within this department has provided a clear and effective lead, promoting a performance regime with established links to performance development reviews (PDRs) and openly measuring outcomes against peers. Knowledge checks have recently been introduced into the department and the senior police officer is raising his own profile and operational credibility with staff by conducting front-line duties with each unit.
- The training given to staff in forensic awareness demonstrates the high priority given to forensic issues in Kent. In addition, each police vehicle contains a forensic kit, complete with packaging materials and instructions.
- Kent Police College is an accredited and recognised regional training centre. Two members of the forensic investigation department are attached on a rotational basis as forensic trainers, and provide input to a wide range of courses and personnel.
- The centralised control of forensic investigation staff enables the head of scientific support to effectively manage all aspects of deployment, and provides the means to call extra resources from other BCUs in times of high demand, for example after a murder. Central control also enables standardised training, working practices and effective welfare support. A good example of when the force coped well, as a result of centralisation, was seen during a week when there were four murders and they were able to deploy crime scene investigators (CSIs) to assist BCUs.
- The value of removing barriers between the various internal departmental specialisms of forensic science has been recognised eg, through two annual events. The first is a celebration of success during which a range of awards, certificates and cash rewards are distributed among staff. The second event is more learning focused and, while primarily intended for force staff, it is open to external partners and forces and is well attended. The events also serve as opportunities to review the past year's performance and to discuss the next year's plans.
- Recent statistical improvements had been as a direct result of a review of CSI's roles that identified gaps in their systems and procedures, including a review of all submissions, which resulted in 206 detections being identified and pulled back.
- Following this review, improvements were readily apparent, eg between April and November 2004 fingerprint identifications improved from 38% to 45% (5% above the MSF average), total detections per identification improved from 53% to 61% (total detections were still below the MSF average but the gap is reducing), DNA detections per match improved from 31% to 60% (MSF average 39%) and the total for DNA detections improved from 42% to 87% (MSF average 78%).

Areas for Improvement

- The force is not performing well in actioning DNA hits, and there remains a significant backlog waiting to be dealt with. While it is accepted that this may relate more to area management, the force should ensure opportunities to secure

*Kent Police - Baseline Assessment
October 2005*

detections are being maximised and that there are no undue delays between forensic support and area crime management.

- In comparison with MSF and national average, Kent has not performed well in relation to the percentage of burglary scenes examined and they are 8th in the MSF group and 41st out of 42 forces nationally. This performance is also reflected in recovery of fingerprints from motor vehicle and burglary dwelling scenes, where the force is significantly below MSF average. Better performance has been achieved in relation to DNA recovery, and matches from both burglary and motor vehicle scenes with conversion rates for both DNA and fingerprints are on or around the MSF average. The appointment of the new head of department has sign-posted improvements in relation to performance and this area of activity will continue to be monitored.
- It is apparent that senior CSIs are not regularly attending BCU tasking and co-ordination meetings. HMIC would encourage their attendance as opportunities to focus effort and maximise detection opportunities are being missed. There should be clear linkage between area crime management priorities and activity and forensic science support activity.
- There is scope to formalise the process of quality assuring scene visits that are currently completed on an ad hoc basis.

3F Criminal Justice Processes

Good	Stable
-------------	---------------

Strengths

- The DCC plays an active lead in relation to criminal justice, being the chair of the local criminal justice board. He is also active on the national stage for ACPO in relation to a wide range of criminal justice matters: including disclosure, charge, criminal case management, detections and OBTJ.
- There is good evidence to suggest real improvements in the strategic relationships between Kent Police and the CPS. This developing partnership is the result of dynamic leadership by the DCC and a real willingness to collaborate from the Chief Crown Prosecutor, who engages on a regular basis with chief officers and BCU commanders.
- Project Armada is a force pilot to reduce officer response time in custody. It seeks to reduce the time police officers spend in custody suites with prisoners arrested for volume crime, by handing over the investigation at an early stage to specialist investigators, enabling patrol officers to resume operational duties as quickly as possible. It is intended to bring case-building considerations into the investigative processes at an early stage, to provide support from evidence review officers and investigation plans, with further support being offered by the case investigation team (prisoner handling). Initial assessments indicate that both investigation and file quality have improved as a result.
- Custody provision is being enhanced, with joint working in mind in the majority of cases. Two private finance initiatives (PFIs) are currently under way, both involving increasing custody capacity. The force has recently reviewed its responsibility in relation to No Witness No Justice in terms of the accommodation these buildings will provide.
- Several sites are shared with the CPS and considerable potential exists for further co-location with the PFI projects in North Kent and Medway.
- Custody nurses were introduced in 1997 and give 24-hour cover across the force. They are able to administer most drugs without referral to a doctor and some are qualified as nurse practitioners. They also carry out drug referral and counselling work with detainees. The total cost is similar to that spent on doctors, but there is greater continuity. The possibility of using custody nurses for sexual offence examinations in the future is being explored. This scheme has been praised by the Home Office.
- Kent is one of the best performing forces in the country in terms of the Narrowing the Justice Gap (NJG) target of increasing the number of offences brought to justice. Significant improvements are evident and possibly attributable to improved relationships resulting from the Kent criminal justice panel.
- There has been good, consistent performance in creating arrest/summons reports on PNC (Police National Computer). The target of 90% of reports within time is often met, and the force is consistently within 2% of the target.

- Each BCU has persistent young offender (PYO) case progression officers who attend PYO case progress meetings and co-ordinate each investigation in order to achieve a consistent quality of file and case preparation.
- Following earlier tension around joint performance monitoring, a suite of complementary indicators has been introduced under an eight-point case assessment system, locally known as the Spong Standard after its creator. This has been well received by the NJG national task force. It includes assessments of how initial lines of enquiry were followed, the quality of the interview, and forensic investigation etc, and builds quality into the whole system. Timeliness is now measured more around key timeliness targets rather than when the file was submitted.

Areas for Improvement

- While timeliness remains something of an issue for the force, the positive comments received from the CPS indicate that quality is improving, evidenced by the reduced discontinuance rate. Performance issues are being addressed jointly by the force and CPS with newly formed local performance groups.
- Performance in relation to court resulting has declined during 2004/05, and the force is in the third quartile nationally. While the force has embraced the Criminal Justice Act section 9 and 10 updates, the 90% target has only been achieved in two of the last twelve months. It has been noted that there is no ACPO chair on the PNC steering group within Kent and perhaps greater management emphasis might achieve improved performance.
- It has been accepted that if the force were to restructure from nine BCUs to six, the opportunities would present for improved coterminosity and better working relationships with the CPS on shared sites. This work should be progressed to maximise benefits in terms of greater resilience and efficiency.
- The force is one of twelve in the country that has piloted for the statutory charging process. This has adversely affected performance, particularly in relation to detections. There is every expectation that after the initial performance gap encountered during 2004/05, the situation will stabilise in the coming months. This situation should be closely monitored to ensure this is, in fact, the case.

4 Promoting Safety (Domain 3)

Kent has employed a number of innovative approaches in respect of public reassurance and partnerships to tackle ASB and to promote public safety. Significant developments have been achieved through the HQ and strategic links at county level. While accepting there is always a need for local solutions to local problems, there remains scope for a greater degree of corporacy and a better-defined model of neighbourhood beat policing, and perhaps a more sector-based approach with greater geographic accountability.

4A Reassurance

Good	Improved
-------------	-----------------

Strengths

- The police authority awarded an additional £1.77 million to promote public reassurance and bolster the resources available to support the Chief Constable's strategy. Expenditure includes new pedal cycles for officers, additional analytical software and the provision of incident managers. Outcomes have included the ability to measure reassurance more widely and an increase in officer visibility and accessibility.
- The force continues to make good and innovative use of PCSOs. Since the first baseline assessment, the numbers have swelled from 64 to 108. An income generation department has been established to exploit opportunities to secure additional funding for PCSOs. The force continues in its commitment to the development of community accreditation schemes.
- Kent Police, with the active support of its police authority has embarked on a range of successful partnership initiatives aimed at improving reassurance across the county. Several innovative projects are under way with the specific intention of addressing the reassurance agenda, including engaging partners and using CADDIE (Crime and Disorder Data Information Exchange) to promote reassurance (see also 4B).
- Operation Cubit, a multi-agency approach to deal with the problem of unlicensed and abandoned motor vehicles, has proved very successful. The success of Kent Cubit is evidenced from the 'your police service' survey, which found that perceptions of abandoned or burnt-out cars being a problem in Kent had reduced by seven percentage points in 2004/05. On the basis of evaluation, Operation Cubit has been broadened as an ASB initiative and is also closely linked with the local Cleaner Kent public service agreement (PSA) target, which includes a range of partners namely district councils, the DVLA, Kent community safety partnership and local authority accredited wardens.
- One BCU has formed a Special Constabulary rural area task team, which has proved so successful that they have now started an urban task team. Other BCUs are being encouraged to run similar initiatives. The Home Office is using the West Kent rural area task team for comparison in their evaluation of the enhanced bounty scheme for special constables.
- Kent has been selected as one of the nine ACPO/Home Office champion forces in relation to the deployment of special constables using the NIM.

- The strategic crime reduction unit is represented on BCUs by nine community crime reduction co-ordinators, who in turn lead teams working with, and in, geographical areas, to provide the police 'face' to community issues and promote the reassurance message.
- The NIM tactical menu is used within divisional TCGs to drive reassurance, along with identifying and limiting activities of volume criminals and dangerous offenders, and controlling disorder.
- Kent Police is an active contributor to the Kent criminal justice board. The public confidence sub-group chaired by probation has recognised the high level of input aimed at increasing trust and confidence in members of the force.
- The partnership development officer from the income generation department sits on several regional grant-awarding bodies and recent successful applications include:
 - support for two community wardens in West Malling;
 - support for UV property-marking kits and identification lights;
 - picture phones in support of the ANPR scheme in Canterbury;
 - support for a local advertising campaign on car crime in Folkestone; and
 - support for a youth mentoring co-ordinator.
- Kent media outlets are being surveyed to evaluate the police in terms of communications and the quality of public reassurance. Recent investments have included the use of a new database search system called SOLCARA, which will enable the press office to monitor all media to assist in identifying early pressure points, patterns, coverage and outcomes.
- Front-line policing, which measures visibility and thus is an important contributor to reassurance levels, demonstrates that Kent is a high performing force. In 2003/04 front-line policing in Kent was fourth highest nationally and Kent ranked first in its MSF group. In 2004/05 performance improved by three percentage points and we exceeded the Kent target for 2005/06.
- The force has appointed a new and innovative head of media services who has acquired professional management of all BCU media staff. Avenues to develop relationships with media contacts throughout the force area are being actively explored and there is evidence to suggest a more positive relationship. Should the force move from nine to six areas, there would be an opportunity for a force cadre of media officers to ensure consistency and corporacy in terms of media relations.
- The head of media services has re-established a Kent public relations network that, not only includes all the blue light services, but also major businesses and other key stakeholders. The aim of this group is to address a range of strategic issues that might affect the county including, as major incidents, terrorism and national security.

Areas for Improvement

- The BCS suggests there are relatively high levels of concern about crime in the county. The force is not in a strong comparative position in its MSF group for levels of worry about burglary (sixth), perceived disorder (seventh), violent crime (sixth)

and car crime (sixth). Professionally qualified staff have been employed to better ascertain and measure levels of public satisfaction and reassurance.

- The force has recognised the need to refine its website, with the intention of eliminating 'police speak', to make it more accessible and understandable to the public. With this in mind a web editor has been recruited.
- Although committed to the development of a neighbourhood policing model, it would appear that one cohesive policy in terms of a definition of neighbourhood policing within the county has not been formalised with many BCUs applying different models. This remains work in progress and will be monitored.
- The deployment of neighbourhood policing resources may prove to be a challenge when balancing the need for public reassurance against the need for policing resources in more challenging areas of the county. The time may be right to re-run a resource allocation model, which takes these factors into consideration.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Improved
-------------	-----------------

Strengths

- Effective use is being made of ASBOs. A corporate approach is maintained with headquarters overseeing each application. Since 2000, a total of 126 ASBOs and 52 post conviction orders have been sought and, since February 2004 and the new legislation, active use has been made of Section 30 dispersal orders in the closure of drugs premises associated with ASB.
- At a strategic level the force continues to engage with Kent farmers and major landowners, the British Retail Crime Consortium and agencies, such as English Heritage, Kent Wildlife Trust, the RSPCA and the Forestry Commission, to maximise the potential of the many thousands of people engaged in these agencies to reduce crime and ASB. In addition, in recognition of the many miles of coastline surrounding the force, initiatives have been launched to tackle and reduce marine crime and ASB.
- The force has facilitated joint training days for partner agencies in tackling ASB. These sessions have been well attended by a wide and diverse range of partners, such as Charlton Athletic football club and English Nature, and reflect the commitment to expanding the policing family as wide as possible.
- The strategic crime reduction department produced a manual on how to deal with problem families. The multi-agency process that has developed from the project to take positive action against ASB, the joint family management programme (JFMP), is operated through ASB sub-groups on each crime and disorder partnership.
- The nine PCSOs within the JFMP have proved useful in terms of continuity and have reported 3,677 interventions and 763 acceptable behaviour agreements between July 2003 and March 2005.
- The target to reduce incidents of public disorder and nuisance within town centres is subject to a local PSA with Kent County Council and performance is close to target. The force has actively supported the council in this endeavour and recently introduced an initiative in some town centres – the safer socialising partnership – that will involve local community stakeholders and the licensing trade in reducing alcohol-related disorder and making the most of opportunities presented by recent legislation.
- The force engages in regular contingency plan tests in relation to areas of specific risk, such as the Channel Tunnel and the nuclear facility at Dungeness. These are undertaken in collaboration with strategic partners. Following robust debriefing, appropriate learning opportunities are cascaded to the staff. There is a tried and tested method of dealing with the motorway chaos that ensues following the closure of ports and the Channel Tunnel, known as Operation Stack.
- The force performance in relation to the number of fatalities per 1,000 population resulting from road traffic collisions has improved by 17% between 2003/04 and

2004/05, and Kent are placed top of its MSF group and within the top quartile nationally.

- A forward control vehicle that has full capability for effective command and control, as well as appropriate microwave technology, is routinely deployed to the scene of major incidents and is a fall back facility for the call-handling centre.
- There are sufficient trained resources to deliver strategic and tactical command in the case of major incidents.

Areas for Improvement

- With the changing force ethos and a much greater emphasis on reassurance, there may be opportunities for the force to move towards a more neighbourhood-based style of policing giving greater local ownership and accountability, as well as offering greater opportunities for community engagement and consultation.
- All force contingency plans are currently under review in line with the Civil Contingency Act. A member of staff has been appointed whose role it is to identify emerging risks that impact on the policing in Kent and bring management of those risks into a single common framework.

5 Providing Assistance (Domain 4)

The force is one of very few in the country to achieve an excellent grade in respect of call management. This is due to the continuing significant effort to provide systems, structures, leadership and effective HR management to ensure all aspects of this vital function are performing to their best advantage. The force is recognised as being among the best in its provision of armed response and has well-developed training facilities, utilised by other forces nationally, to provide both practical and firearms command training in the headquarters Hydra training suite. Roads policing is an area that has been historically less well resourced, but is, nevertheless, very effective with scope for improvement in relation to intelligence packages and briefing. Steps have been taken to improve file quality and an innovative arrangement is in place to maximise patrol availability and to reduce bureaucracy in relation to file management following fatal road collisions. There are tried and tested traffic management arrangements in relation to the channel ports and tunnel.

5A Call Management

Excellent

Improved

Strengths

- Leadership at chief officer level is provided by the ACC (area operations) who provides a valuable link between area and FCC performance.
- The FCC has introduced the concept of a balanced score card and this is managed by a quality and performance manager who drives performance. There has been general and consistent improvement across a range of performance indicators.
- Strong performance has been maintained in respect of all aspects of call handling:
 - 999 calls – 93.2% answered within 10 seconds against a target of 90%;
 - switchboard – 93% within 15 seconds against a target of 90%;
 - public calls through to call handlers – 80.3% within 30 seconds against a target of 70%; and
 - central crime information unit – 78.3 % within 30 seconds against a target of 70%.
- Kent has continued to perform very strongly with regard to victim satisfaction when making contact with the police in relation to vehicle crime, violent crime, road traffic collisions and burglaries, where they are first in their MSF group and in the top quartile nationally.
- The focus on quality, as well as quantity, in terms of performance outcomes has resulted in enhanced training. Examples include staff attending the Bramshill leadership programme and increased training in complaints management. At the time of assessment, complaints in relation to call handling had reduced by 21% and no such complaints had been received in the last three months.
- The FCC command team maintains high levels of visibility and engagement with staff. This is assisted by the nature of the building in which the FCC is sited, but also by the active 'management by walking about' conducted by all members of the command team.

*Kent Police - Baseline Assessment
October 2005*

- The supervisory arrangements in the FCC have been remodelled to focus on the quality and performance of the telephony function. Three supervisors focus on call taking at any one time, while the switchboard also has dedicated supervisors and an inspector. The supervisory ratio is approximately 1: 6.
- The FCC and critical incident inspectors are trained to Silver Command standard and attend the relevant (pass/fail) command course before undertaking the role.
- With the introduction of SPRINT, a new integrated telephony and data network, significant improvements have been made in capacity and resilience in terms of call handling and communications.
- Following the opportunities offered by SPRINT, the force has a robust business continuity plan with the opportunity to utilise one of three disaster recovery sites, including the mobile facility retained at headquarters. Plans are regularly tested and have included evacuation of the entire FCC.
- Early problems with staffing levels within the FCC are on the way to being resolved. The attrition rate has dropped from 22% to 18%, which compares favourably with those found in private sector call handling. Significant improvements have been achieved in driving down both short-term sickness, by 604 working days (12%) in the financial year 2004/05, and long-term sickness by 1,570 days (25%).
- A major contributory factor to this success is the introduction of positive attendance management, under which managers are expected to proactively engage with staff returning from sickness absence. All team leaders receive training in absence management being given a sickness-monitoring toolbox together with instructions on how to use it to best effect.
- By good demand management and predictive business growth, there have been a number of initiatives to provide effective deployment of staff at peak times with minimal overtime. They include the use of agency staff during peak periods, such as the summer, many of whom have, in fact, become permanent members of staff.
- There is a range of user groups for call-handling functions. These include internal and external stakeholders, a fairness and action group, internal user group, consultation forum, station user group and area user group. This is supplemented by a range of marketing initiatives undertaken recently.
- The force has full access to language line, together with a database of staff who are able to converse in different languages.

Area for Improvement

- Key issues affecting, or likely to affect, the future performance of the FCC include the increased residential population planned at sites within the county. To date, there has been no research to predict the likely increase in demand.

5B Providing Specialist Operational Support

Good	Stable
-------------	---------------

Strengths

- The force has a strong and well-developed command structure for dealing with critical incidents, and has utilised critical incident inspectors for several years. Protocols for command are clear. These inspectors attend all firearms, public order and other major incidents, and will normally formally assume control from the FCC inspector on arrival.
- Gold and Silver cadres of commanders provide an on-call service, trained to appropriate national and accredited standards.
- Tactical advice is available to commanders, alongside clear response plans that are activated in the event of firearm, public order or major incidents. A CBRN (chemical, biological, radiological and nuclear) on-call commander has been added to the available on-call cadre officers.
- An incident command vehicle is available 24 hours a day with a trained crew. This capability provides crucial command and control functionality close to the scene of an incident.
- Firearms units not engaged in firearms incidents are tasked to force focus areas by the Tactical Operations department TCG, working on intelligence jointly developed by tactical operations and the host BCU. The prime objective is always to identify issues that may impact negatively on force performance, and to then assist the host BCU to address them.
- As a Centrex quality-approved training provider, Kent is in the unique position of being able to provide national Gold, Silver and post-incident management command training, which attracts officers from forces across the country. This training is continually evaluated and reviewed. It has been further enhanced to incorporate the Kent Hydra suite.
- The force is proactive in organisational learning from critical incidents. It achieves this by reviewing one critical incident each month and seeking any lessons to be learnt. The learning feeds into training and policy reviews.
- To assist succession planning and to increase awareness of firearms incidents among BCU managers, the tactical operations department has introduced shadowing for nominated potential critical incident inspectors and familiarisation days for BCU duty managers.
- Tactical Operations has a bi-weekly TCG meeting that is designed to feed the force TCG. It also includes a projection of resource availability to assist with tasking. The process includes departmental updates and environmental scanning.
- Where tactical operations staff are deployed to areas of the force, a memorandum of understanding is used to ensure focus and accountability. This initiative should go some way to addressing concerns highlighted in earlier baseline reports.

Areas for Improvement

- The FCT leadership of this function has repeatedly changed in recent years and while the area of business has not noticeably suffered as a result, a measure of continuity in this respect would be advantageous.
- Less than lethal options, such as Taser, are under active development by the force and should be rolled out as a matter of priority to complement other non-lethal options, such as baton guns.
- While the force maintains a good track record of Gold, Silver and Bronze firearms commanders, a gap has been identified in the re-accreditation of Gold and Bronze commanders. Although strong on operational delivery, there may well be scope to improve the back office functions of the tactical operations department, including effective record keeping and audit trails to evidence training and operational accreditation.

5C Roads Policing

Good	Stable
-------------	---------------

Strengths

- Tactical Operations has a bi-weekly TCG meeting that is designed to feed the force TCG. This process includes a projection of resource availability to assist with tasking. It also includes departmental updates and environmental scanning.
- Co-ordinated bids and intelligence products are delivered to officers by traffic sergeants via a computerised system. There are also section initiatives that direct activity.
- The force has retained first place (lowest figure) in its MSF group in terms of road traffic collisions causing death or serious injury per 1,000 population in 2004/05, with an improvement on performance over 2003/04.
- A CID-trained sergeant has recently been appointed to the department in a coaching/mentoring role, to enhance the quality of investigative interviewing and file preparation.
- Good use is being made of ANPR technology, and some excellent results have been obtained. Kent is one of nine forces involved in operation Laser, which seeks to maximise the use of ANPR, and is working in partnership in Canterbury, using both police and local authority-owned cameras. There are plans to extend these fixed systems to other areas in the county. Not only is the force making use of the technology, but they are also providing the resources to support it.
- Results achieved by the department following tasking are fed daily to a central unit. These are disseminated to ensure BCUs are informed of the contribution made by the department to address local policing challenges and that specific tasking requests have been met.
- Following observations in recent baseline reports, the serious collision investigation unit has been centralised to improve resilience, corporacy in file preparation and service to the public and BCUs. With the intention of achieving greater corporacy and expediting the preparation of files relating to fatal road traffic collisions, a risk-based approach has been adopted. Tactical Operations have agreed an abbreviated file format, abbreviating the preparation and presentation of case files to a level commensurate with the complexity of each case. This approach has been agreed with other key stakeholders including the CPS and HM Coroner.
- Investigative expertise is being enhanced by the introduction of a detective inspector to support the detective sergeant already in post as an SIO.

Areas for Improvement

- The FCT leadership of this function, which includes firearms, dogs, public order and traffic, has been regularly passed between two strategic lead portfolios in recent years and, while the area of business has not noticeably suffered as a result, a measure of continuity in this respect would be advantageous.

*Kent Police - Baseline Assessment
October 2005*

- The force may wish to consider the introduction of an analyst or specific traffic intelligence officer to assist with the smart deployment of staff in response to identified trends and target and problem profiles.

6 Resource Use (Domain B)

The force has some well-established areas of strength under the heading of resource usage. Notable among these are resource management, which has flourished under the leadership of the director of finance, and information technology where tremendous strides are evident in terms of improved provision of systems and infrastructure. Race and diversity, which in this context focuses primarily on internal systems, structures and processes, has benefited from proactive ACPO leadership and is a particular strength. HR management has been found to be effective in certain areas, particularly occupational health, but is in need of better co-ordination with emerging gaps in terms of employee relationships. Progress is evident in relation to PDR submissions and quality, with improved 'buy in' from staff. NIM processes have been found to be efficient, with high levels of regional integration and commitment from the force.

6A HR Management

Good	Stable
-------------	---------------

Strengths

- The Kent Police Authority, through its HR committee, maintains active oversight of HR delivery. Recent scrutiny has included the service improvement plan for the best value review (BVR) of personnel and training, and the 'mapping' of HR processes on the NIM model. The force HR users board, chaired by the ACC (personnel and training – P&T), oversees HR delivery on behalf of associated customers and acts as a key consultation focus for HR plans and proposals.
- A new HR corporate strategic plan (CSP) reflects the previous costed HR plan, but also acknowledges drivers such as the National Policing Plan, the force policing plan, the Kent Policing Standard and change that is proposed in the government police reform white paper Modernising the Police Service. The CSP is intended to replace the range of previous, perhaps unco-ordinated, plans.
- Kent Police is part of the south-east retention consortium and has negotiated a retention package for officers stationed in areas most vulnerable to the loss of staff through transfer. An internal retention group, chaired by an ACC, meets to address areas where retention remains an issue.
- The force has introduced a range of management interventions to reduce problems associated with both long and short-term sickness. The approach has changed from 'what can't you do?' to 'what can you do?' The ethos that most staff want to work and feel better about themselves while at work prevails. Considerable effort is being given to find posts to accommodate staff returning from sickness.
- The occupational health department has adopted a practice of writing to GPs when staff are certified as sick to advise on the facilities available to aid recuperation, including physiotherapy, counselling and appropriate light duties. This initiative has raised awareness among GPs of the wide range of occupational health facilities offered by the force and is having a positive impact on long-term sickness.
- The force has engaged corporate doctors to treat employees waiting for NHS

treatment, such as MRI scans or consultant appointments, who would otherwise have been on sick leave. This has resulted in some staff returning to work sooner than anticipated and is one of the reasons for reduced sickness levels.

- The occupational health department has introduced an innovative programme designed to raise awareness about wellbeing and healthy eating. It will focus on issues such as male cancer and has been introduced using a self-diagnostic manual.
- Sickness levels for police officers have reduced from 98.4 working hours in 2003/04 to 76.89 working hours in 2004/05. Sickness levels for police staff have also seen significant reductions from 98.6 working hours in 2003/04 to 69.26 in 2004/05, placing the force in the second and third quartile respectively. Against this improving picture, medical retirements have reduced significantly placing Kent first and second in their MSF group in police officer and police staff retirements, and firmly in the top quartile nationally.
- The ACC (P&T) is active on the national stage in relation to health and safety issues and is the force champion. This high profile has assisted in forging links between staff associations and health and safety managers.
- Health and safety is being mainstreamed into all practical training, such as personal safety. The intention is that it should be a 'golden thread', embedded in the culture of the organisation.
- Environmental scanning has led to a compulsory health and safety responsibility course being introduced for all senior management teams and senior police staff with supervisory responsibility.
- Following the introduction of the Disability Discrimination Act, the force has canvassed widely and established that as many as 10% of the entire workforce has some form of recognised disability. This knowledge has the potential to assist in providing appropriate facilities for these staff and has helped in contingency planning in relation to a number of issues, eg the potential large-scale deployment outside the force area.
- The force maintains an open approach to flexible working and continues to develop adaptable ways of working that balance the needs of the organisation and individual expectations. The ISIS computer system, an integrated HR, finance, payroll and duty recording system, has revealed that the force operates just less than 3,000 working patterns for its staff and officers. The Chief Constable maintains an active interest in the work-life balance and a work-life balance working group has been established.
- Kent has set up a network of fairness and grievance advisers and, in addition, has a network of mediation personnel who operate according to ACAS principles.

Areas for Improvement

- The ACC (P&T) is the ACPO lead on the PDR process. It is recognised that this is still an area requiring improvement, although some departments do have a good return rate with quality objectives. The force's aim is to achieve a return rate of 90%

and it is currently achieving 70%. Problems encountered through the introduction of the ISIS computer system should be resolved with the 'SAP' IT system and further training.

- Despite an interim solution, concerns have been expressed that progress towards the implementation of the PNB agreement on bonus and performance-related payments for superintendents has been slow. Concerns have also been expressed about the setting of performance targets that are beyond the actual control of the appraisee.
- Unison have a number of concerns relating to issues such as: the extent of their membership to the Police Staff Council; the extent to which the PA consulting recommendations have been implemented; the consolidation of disparate rates in relation to staff pay and conditions; and the issues around TUPE for staff employed in the new PFI developments at Medway and North Kent, all of which remain unresolved. There is scope to introduce a more inclusive spirit, whereby these key stakeholders would be better informed and engaged. One means by which this might be achieved, would be the reinstatement of regular informal meetings between the union and the head of HR.
- Despite the introduction of the HR CSP, there is evidence there may still be gaps between various departments that have, until recently, operated in silos. These include HR and the departments of employment, health, business and marketing. There is scope for improved internal communications, which may be achieved through more frequent interdepartmental meetings structured towards NIM-style tasking and co-ordination, with a view to greater mutual awareness and strategic planning.
- Despite the implementation of the integrated competency framework (ICF), concerns have been expressed that there remains a lack of structured career planning for police staff within the organisation.
- There is a lack of awareness among some police managers around pay and conditions, as well as disciplinary matters relating to police staff, which is hampering their ability and confidence to make appropriate and timely management interventions. In the current climate of increasing civilianisation and the extended police family, it is important that police managers feel confident in their ability to manage non-sworn staff. They should be encouraged to make early contact with HR experts and Unison staff to seek advice, and improved training may be necessary.

6B Training and Development

Good	Improving
-------------	------------------

Strengths

- The force has a three-year training strategy that conforms to HOC 53/03, which is clearly aligned to organisational objectives and is a living document subject to appropriate scrutiny.
- The management information being produced, such as spare capacity, is leading to effective challenge of training costs by ACPO and the police authority.
- The training strategy clearly sets out the roles and responsibilities of the client and contractor. The force training board, led by ACPO, has clear terms of reference, includes representatives from all areas of the force and oversees the prioritisation of training.
- The ACC (P&T) is the ACPO lead within the force and, as the head of personnel and training has responsibility for the overall control of all training, including specialist training. The head of training, a detective superintendent, has day-to-day tactical responsibility for Kent Police College (KPC), which includes responsibility for the area training officers.
- The BVR recommendations have become part of the force's service improvement plan that is clearly linked to organisational priorities. The PA HR committee regularly monitors the service improvement plan; in addition, the emerging HR improvement plan will be subject to routine monitoring at the HR board.
- There is substantial evidence of broad community involvement across training delivery. The force utilises a number of force and lay consultative groups to inform the design and delivery of training programmes.
- There exists extensive evidence showing that collaborative arrangements are in place across public and private sector organisations; for example, higher and further education partnerships to support the trainer development programme, supervisor training (certificate and diploma in management studies for sergeants and inspectors respectively) and the emerging probationer training programme. There is also a significant amount of shared training undertaken with other agencies, emergency services and military units.
- The best value ethos remains in the force and within the training function and continue to shape the Kent approach to developing new and existing business. In particular, there is sound evidence of challenge, consultation and collaboration.
- There is an effective prioritisation process that is led by the training department accountable to the force training board.

Areas for Improvement

- 53% of the training being provided in the force is not included in the plan. The need to produce a force training plan that captures all training has been recognised.

*Kent Police - Baseline Assessment
October 2005*

- The application of QA is variable across the training function. There is a QA approach to the standards and development of trainers and the training, but it is currently confined to KPC. Peer and line manager assessment of trainers does not routinely take place in many areas of training.
- There exists a wide variation in the completion rates for PDR, but the force has acknowledged the need to overhaul the approach and IT support for PDR.
- The costed training plan is produced too late and the NCM costing exercise is not influencing budget-setting sufficiently, (ie the student officer programme was not costed using NCM methodology). Corporate objective setting does not synchronise with the training planning cycle.

6C Race and Diversity

Excellent

Strengths

- There is considerable personal chief officer commitment to diversity issues, which has been highly praised by many staff. The DCC chairs the diversity and fairness strategy board and senior officers, or police staff equivalents, chair various action groups, linked to the six strands of diversity. The consultative group of lay advisers has recently taken the initiative to form themselves into a force IAG, which is to be formally launched in January 2006.
- This force now has a complete coverage of their employment duty, ethnic-monitoring responsibilities within the RES. They have outlined a specific IT system that enables them to analyse key patterns and trends. The force also provides details of the data-analysis arrangements that are set out within their action plan.
- The force recognises the need to effectively match resources to demand, while adopting flexible working practices. The possibility of a probationer course purely for part-time officers is being considered.
- The positive action officer and the outreach officer within the recruitment department are responsible for positive action initiatives to maintain a flow of good quality applicants from minority ethnic communities, and attend local community events such as festivals and appropriate recruitment fairs.
- Through the active involvement of these individuals, it has been established that potential recruits from certain BME groups will be more attracted to the organisation if professional qualifications are made available to them. To that end, the force has embarked on linking NVQ and the opportunity to gain a first degree related to policing studies. This initiative has stimulated significant interest from the relevant communities.
- The force has a comprehensive range of seven support groups, which not only provide support for staff, but are also used to forge links with external hard-to-reach communities.
- There is a comprehensive network of grievance advisers and grievance mediators who are able to assist and advise those contemplating raising a grievance, and offer impartial mediation.
- Targets for recruiting police officers, special constables and police staff from BME groups have been exceeded, and the Home Secretary's 2010 targets are likely to be achieved. There are currently 66 BME officers in Kent, compared with the force target of 64, and 55 BME members of police staff compared with a target of 43.
- The treasurer of the Kent Minority Ethnic Police Association (KMEPA) is very active at a national level in the Black Police Association (BPA), and describes the lines of communication to the top team as second to none.
- 23% of Kent officers are female, compared with a national average of 21%. Female officers are represented at senior ranks, (see Areas for Improvement – AFIs).

- Comment has been received from the support groups within the force to the effect that the main strengths of the senior leadership are its transparency and approachability, together with a guaranteed immediate response to issues raised.
- The force has ensured that all staff engaged in the KMEPA, and those promoting diversity from within the force, have been on the Bramshill personal leadership course. In some cases, this has been seen as a watershed in their personal development.

Areas for Improvement

- While 7% of applications to the force are from BME groups, this is double the recorded local population of 3%. Frustrations have been expressed that these BME applicants cannot be processed more quickly or sympathetically due to the NRS guidelines and the consequent loss of applicants through these delays is noted. The force might wish to explore methods being employed in surrounding forces to resolve this issue.
- Probationers and PCSOs are given a training input by the gay, lesbian, bisexual and transsexual support group as part of their induction, and marketing has taken place via RELAY and the intranet. The opportunity has been identified, however, for wider marketing to bridge identified gaps of knowledge and awareness that may exist within groups, such as special constables and police staff.
- Induction days are often held some significant time after members of staff have commenced employment. Some support groups have cited this as an area of weakness with regard to diversity awareness. The force should consider means of rectifying this problem.
- The database of grievance resolutions, which can assist in identifying specific issues or individuals, should be updated more regularly and could be expanded to include issues such as successful mediation interventions. This would provide a more holistic picture, trend monitoring and greater opportunities for organisational learning.
- There are few formal contacts between staff support associations, eg KMEPA and other staff associations. There may be room to formalise a meeting structure aimed at addressing common issues.

6D Resource Management

Excellent

Stable

Strengths

- HMIC inspection activity during 2004 identified that the force had moved forward significantly from its previous position in 2002, with programmes of radical change to place itself in the vanguard of excellent resource management.
- There is a good but robust relationship between the force finance director and the police authority treasurer, with the division of responsibilities clearly defined in a service level agreement.
- Medium-term financial planning has become embedded as part of the force and police authority culture, with a mature and robust participation from members. This includes budget-making processes that are transparent for both officers and members. This also includes local and corporate environmental scanning.
- Budget-making processes have also become more robust, with each BCU and department having to justify annually why their existing level of resources should continue.
- IPF benchmarking is strongly used for developing the service, although the force is attempting to develop this regionally to take account of devolved and non-devolved cultures.
- The Audit Commission report on the activity-based costing (ABC), data quality audit, in May 2005, cited Kent as one of the best performing forces in the country. The following paragraphs indicate how this has been achieved.
- There has been strong development of activity analysis and costing. A force strategy group has been developed, with the DCC as chair. Detailed ABC reports have been produced that show meaningful data for management decision making. BCU commanders have had ABC packs for the last two years, and are also able to obtain and format their own reports (see also AFIs).
- The status and integration of the business managers on each BCU resulted in an improvement regarding daily business processes. Improvements have occurred through the use of ABC, AA and ISIS data processes feeding into the NIM via TCG. To add value, business managers are receiving more training in certain areas surrounding the analysis and use of data.
- The force has employed an innovative approach by outsourcing ABC data inputting, resulting in a very quick turnaround and timely reports that are readable and list actionable findings.
- Risk management is now under active development. The newly formed risk management group has compiled a risk register for review. A member of staff has been recruited to draw the strands of risk management together and raise its profile within the organisation.
- E-procurement is being developed with web-based, on-line ordering from external

suppliers. Kent has also initiated the e-auction facility that has been used by other forces. Initially this produced significant savings for stationery.

- The estates strategy has been broadly mapped out to fit the KPM and, therefore, the requirements of operational policing, and it is geared towards collaboration with other public services. Work is well under way to ensure greater accessibility and corporacy within all public interfaces.
- Two PFI projects are in progress – Medway February 2006 and North Kent February 2007. These have been kept light on facilities management in view of some negative experiences of other forces.
- There is a fleet administrator in each division. Fleet workshops are operated on a trading account rate with an assessment of productivity for each technician.
- Kent Police Authority is currently debt free and is trying to maximise the remaining capital assets by obtaining outline planning permission for buildings prior to marketing, thus raising their value.

Areas for Improvement

- There are severe pressures on the budget for 2005/06 and Kent has identified a medium-term challenge, as budget reduction between 2006 and 2008 will amount to an £11–14 million shortfall. There are concerns that, in the medium-term, Kent is subsidised through the ‘floors mechanism’ to the extent of approximately £12 million and needs to establish permanent savings, as opposed to temporary savings, that will have to be added back in future years. The force is, however, making good use of ABC data to assist in achieving this requirement. The issue of budgetary reduction, nevertheless, remains a challenge for the future and the force needs to identify recurring revenue savings.
- Kent is moving towards greater financial devolution; however, this will not occur until there is satisfaction at a strategic level that appropriate training and competence, in terms of interpretation of analytical data and business management, exists within BCUs.
- Kent Police is alive to the differentials between staffing levels in the north of the county, where some 40% of crime and incidents occur, and other areas of the county. The last resource allocation review was conducted more than 10 years ago and should be refreshed as part of the work undertaken in Project 2015.

6E Science and Technology Management

Excellent

Improved

Strengths

- Under the strategic leadership of the director of finance, administration and information services and the relatively recent appointment of a new department head, the department has been restructured into effective business areas and is delivering a significantly improved service. Effective leadership and clear direction have assisted in effective communication channels between relevant business areas and a continuing spirit of co-operation.
- Following this BVR, the department has delivered on action plans and has tied this work to the 2004–08 IT strategy, a particularly well-written and accessible document.
- There is a good appreciation of information security, aided by a strong security management programme, branded as Minerva. Progress has been made to improve security considerations, within all IT projects, by conducting risk assessments and selecting security controls as an intrinsic part of the standard project management process.
- A legacy from the previous administration is a state-of-the-art system that works intelligently, is compliant with Bichard and links criminal justice, intelligence and crime through GENESIS-integrated information systems. A review of the criminal justice extranet, a system to enable criminal justice partners to share information, found that the force met all requirements.
- The force assisted in designing the ACPO information management toolkit, and participated in the benchmarking exercise. Consultants, who were engaged to give an independent assessment of IT in Kent, used the framework as the basis for their findings.
- The introduction of the SPRINT infrastructure, which is a hard-wiring foundation across the county linking all strategic sites and which was the subject of considerable investment, has enabled the force to meet the challenges of the introduction of Airwave and ViSOR, an encrypted programme. The system also copes with video-conferencing and digital TV, and is flexible enough to accommodate restructuring within the force.
- Considerable investment has been made in providing a resilient disaster recovery and business continuity regime at three sites throughout the county, including headquarters. These sites are linked by servers that constantly update each other, but are capable of running independently. Systems are regularly tested and have also been tested in real time with cover being maintained.
- In addition to the current risk manager, the force has recently appointed a disaster recovery manager who will be addressing wider business continuity issues.
- There is clear evidence of effective project management and co-ordination involving key stakeholders and representation from the police authority. Effective use is made of the post implementation review to ensure that objectives have been met and that

lessons are learnt for the delivery of future projects.

- The information services department conducts its business according to NIM principles holding a weekly TCG meeting attended by the DFIAS and senior information services department management. The vice chair of the police authority and the force information security officer also attend.
- The department offers a 24/7 on-site support service from its customer support centre. In addition to remote management intervention tools for both network and server environments, on-site support is available through call engineers able to provide remote assistance through a new secure mobile capability.

Area for Improvement

- The information systems oversight board should include members with sufficient technical expertise to challenge progress reports. This issue was raised in the last baseline report and has been echoed in the more recent baseline assessment visit. The force may wish to consider introducing peer reviews from similar forces utilising the expertise available. This might take the form of an adversarial review, where peers from external bodies ask critical questions of the key players within a department, and the results are recorded and actioned where appropriate.

6F National Intelligence Model

Good	Stable
-------------	---------------

Strengths

- The Chief Constable has taken ownership of the strategic TCG to ensure continued commitment to NIM.
- The NIM development board meets every other month and is chaired by the ACC (central operations). This board has, as its core role, the continued development and evolution of the NIM. The business processes underpinning the NIM are also fully integrated into other planning processes, which include strategic away days, and building of the force strategic assessment.
- A small cadre of analysts, who work for the force principal analyst, prepares all strategic assessments under the NIM. The small team ensures consistency and corporacy of content and quality. Consideration is given to data collected from various departments including finance, personnel and training, as well as crime-related departments. This work is supplemented by the organisational and development department, who conduct a PESTELO analysis taking all these and other environmental scanning issues into account.
- Kent has a significant level of knowledge on criminal networks operating in the area. This is reflected in Kent having the highest number of full flag nominal records at NCIS of any provincial force in the South East region. This targeting regime is monitored and reviewed twice weekly on a tactical and intelligence operations level. In 2004/05, there have been 87 level two operations, 56 positive, resulting in 201 arrests including significant successes around the thefts of automatic cash-point machines (ATMs).
- Kent has been selected as one of the nine ACPO/Home Office champion forces in relation to the deployment of Special Constables using the NIM.
- The NIM tactical menu continues to be used within divisional TCGs to drive reassurance, along with identifying and limiting the activities of volume criminals and dangerous offenders, and controlling disorder.
- Intelligence-led principles and standard operating procedures continue to be applied to non-core response teams, such as crime reduction teams, rural safety teams and the extended police family.
- The professional standards department has particularly robust and well-established systems for receiving, analysing and developing intelligence, based firmly on NIM principles.
- The force has ten prisons within the county with dedicated intelligence links. Some prisons have dedicated police officers working within them. Evidence of the useful intelligence received from these sources is the recent arrest of two escapees.

Areas for Improvement

- While ports and terrorism matters are considered at the force strategic TCG meetings, concerns have been raised over the national agenda in relation to ports and frontier policing and the perceived need to integrate terrorism and security into level 2 tasking and co-ordination. Currently, the NIM is said not to reach into the management and control of security and terrorism. This has particular resonance in Kent with its position as the Gateway to Europe'.
- It is interesting to note that the submissions of 5x5x5 intelligence have dramatically increased since the deployment of geographically based officers across the force. This, together with the need to ensure more information is available on a searchable data basis post Bichard, has placed considerable pressure on intelligence units in terms of inputting. There may be a need to review the staffing levels within these units.
- Concerns have been raised over the levels of knowledge at constable level in relation to covert human intelligence sources and the handling of intelligence on the 5x5x5 forms. The force has implemented training for new recruits and PSCOs, but there appears to be a training gap amongst mid-term constables, many of whom may in fact be deployed as neighbourhood beat officers, exposed daily to community intelligence.
- There is recognition of the potential for increased use of prison intelligence within the MAPPa and IPPO systems, which, if translated to the area through neighbourhood policing, would increase effectiveness in offender management.

7 Leadership and Direction

The Chief Constable now has the benefit of a settled chief officer team for the first time since becoming head of the force within the last two years. This should enable the chief officer team to provide a clear focus and consistent approach to the challenges faced by the force as it drives forward with performance improvements. There is a detectable change in focus towards a more sustainable performance and accountability culture, although this remains to be firmly embedded. A new corporate governance framework has been agreed with the police authority and relationships continue to develop.

7A Leadership

Good

Strengths

- Comments on the style of the FCT have included words such as approachable, scrupulously fair, honest, highly visible and good communicators. Support groups within the force say that the main strengths of the leadership are its transparency and approachability, together with a guaranteed immediate response to issues raised.
- The Chief Constable has reviewed command team portfolios to best suit relevant individuals and has embarked on a 360-degree appraisal process for command team members. There is a willingness to engage with the wider workforce, exemplified by the introduction of an open e-mail question and answer facility between the workforce and the command team, which at the time of assessment was to be introduced.
- There is a good relationship between the police authority and the force, which allows for an effective challenge. The force has recognised the need for members to be informed on issues such as covert policing, on which they may be asked to make resourcing or financial decisions, and has given confidential briefings when appropriate. The relationship is one that provides for healthy and robust challenge, where appropriate, reinforced by mutual respect.
- Under the direction of the FCT, and with the appointment of a new head of communications, internal communications and marketing is being improved. Linked to the Kent Police Standard, much greater emphasis is being placed upon corporate identity and all police stations and other public interfaces are undergoing corporate makeovers. Champions within each BCU and major departments have been identified to promote this, with any proposed changes being ratified centrally. A proactive approach aimed at improving relations with the press and media has received favourable responses boosted by the willingness of the Chief Constable and other members of the FCT to have a high media profile.
- There is overt chief officer leadership in terms of focus and personal commitment to diversity. The DCC has retained the chair of the diversity and fairness strategy group, in addition to the chairs of the LGBT and minority ethnic consultation groups. This is in addition to meetings with the race equality councils.

- Kent has a strong history of focused activity, and the performance culture is currently being actively promoted by the introduction of the performance operational review, developed from a South Australian concept (see 7C).
- Work to develop the Kent Police Standard has been going on since May 2004 and, with the support of the command team, the launch has recently taken place. Full account has been taken of the APA/ACPO/Home Office Citizen Focus Agenda and the work reflects issues picked up in extensive public consultation. This includes work from citizen panels that have proved a rich environment in which to identify recurring themes.

Areas for Improvement

- The recent launch of the Kent Police Standard has been actioned with an internal and external media policy. The external launch has, however, been quite low key and the Chief Constable has taken a strategic decision not to conduct a roadshow-style launch, as has been the case elsewhere. Opportunities for public reassurance and to reinforce the command team message through face-to-face engagement with the workforce may have been lost.
- The police authority has raised concerns about command resilience within BCU at superintendent level, though there is an acceptance that restructuring might be an opportunity to bolster resources. The authority supports the proposals under the 2015 project, though HMIC is of the opinion that there may be scope to bring forward some of the benefits earlier than that.
- Unison cited the ACC (P&T) as having been very supportive and gave examples that included the positive work regarding part-time staff. There was, however, scope for better relations with senior managers elsewhere within the HR field. HMIC suggests that improved communication and more in the way of informal contact between the key stakeholders could resolve many of these differences.
- While progress has been made in the clarification of the data required for the authority to challenge performance effectively, there remains scope for further refinement in relation to data packs and briefings to expand the police authority oversight of the force.

7B Strategic Management

Good	Improved
-------------	-----------------

Strengths

- Given the difficult financial issues faced by the force, HMIC notes the healthy and robust engagement between headquarters, the authority and BCUs, in terms not only of strategic management. A good example is budget setting in the last planning cycle, where the necessary areas for cost savings were identified amounting to some £7 million. Comprehensively costed options are placed before authority members, empowering them to make informed judgements on challenging matters.
- The police authority is fully engaged in the planning cycle and has commented favourably on the timeliness and detail of information provided to it.
- The force and police authority have employed an effective top-down and bottom-up approach to integrating the various Kent police plans. For example, the main policing plan incorporates various top-down government drivers, including the National Policing Plan, and the new 2005–08 public service agreements, with the nine Kent BCU plans and the thirteen 2005–08 CDRP community safety plans.
- Kent Police and its police authority have regularly reviewed their corporate governance arrangements. The latest review, dated March 2005, made a number of recommendations relating to leadership, resilience, strategic planning and communications. These recommendations are being actioned with a close eye kept on cost and value for money.
- Evidence of strategic partnership working can be found in the BVR process where outside agencies or partners, for example CPS and the Director of Customs and Excise, have participated in BVRs as part of the project board; this has strengthened the challenge element.
- The head of media services has re-established a Kent public relations network, which not only includes all the blue light services, but also major businesses and other key stakeholders. The aim of this group is to address a range of strategic issues that might affect the county, including such issues as major incidents, terrorism and national security.
- A change portfolio manager has been appointed with a brief to review all of the projects and pilots within the force and to pull together relevant, but currently disparate projects, where appropriate allocating chief officer leads to own and drive these forward. To assist this process, software has been introduced that records action plans and owners and requires them to regularly update progress.

Areas for Improvement

- The force may wish to consider the introduction of internal communications staff, especially at this time of considerable change not only in terms of structure but also ethos. Such staff posted to BCUs have proved invaluable in other forces where significant change programmes were under way, not only to spread the corporate message but also to act as a sounding board for senior management.

7C Performance Management and Continuous Improvement

Good	Stable
-------------	---------------

Strengths

- Kent has a proven history of focusing on performance and accountability. This was evident within the county before it took hold nationally. HMIC notes that there is now an increasing emphasis on quality as well as quantitative measures. This has been evident within Project Enhance, commenced in Canterbury and now being rolled out across the force, where officers are encouraged not only to do the right thing but to focus on particular identified themes and individuals identified in force and BCU control strategies.
- Force targets continue to reflect not only national drivers such as the NPP, but also local needs and public service agreements and those emanating from CDRP community safety audits.
- The force has for some time applied differentiated targets for BCUs. The inclusive approach adopted in Kent encourages local buy-in from BCUs as they set their own targets, which together form the quantum for the force. Rigour is maintained through a robust quality assurance process conducted by the performance unit.
- Kent has introduced performance and operational reviews as a way of holding BCUs to account. This has been developed from a performance management regime used by the South Australia Police, with whom the force maintains a close affinity and work exchange programme. This process, chaired by the DCC, is effective in terms of challenging performance issues, but is also supportive and has been extended to include headquarters departments such as the FCC.
- Significant investment has been sustained in the internal inspectorate and the various elements have been streamlined to provide a more focused approach to the inspection process.
- The DCC and Chief Crown Prosecutor for Kent regularly conduct joint performance visits to BCUs to examine Glidewell and similar issues.
- Problems have been encountered in terms of detections, especially in relation to key crimes such as burglary across the county, particularly in North Kent and Medway. In order to understand and to address these problems, a team headed by a credible senior detective has been sent to the BCUs who most need support. They have already made a dramatic difference to performance and highlighted areas for improvement in processes and systems, as well as the need for appropriate resourcing. (See AFIs.)
- The innovative use of IT to give live-time performance information on key crime areas has been maintained. Staff can log on to the system and see dials similar to those on a car dashboard with performance information changing as crimes and detections are recorded. These give an immediate view on how the relevant business unit is performing in comparison to its targets. It is widely known that the DCC maintains a close interest in the information and that he is also briefed on a

weekly basis. The benefit offered by this process from a command point of view is that he is sighted on developing issues and able to lead press and media responses, if required, from an informed position.

- The force and police authority have elected to retain the programme to complete BVRs of all services within five years, and is on course to do so. The programme has, nonetheless, been flexible enough to adapt to changing circumstances.
- The force and authority have taken a pragmatic view of BVRs and are making them work for them. Quicker, smaller reviews, with only one member attached, will be utilised where appropriate, dependent on the area under review.
- There has been a proven record of positive outcomes from BVRs, such as those on fleet management and media services. In the case of fleet management, this has led to significant savings and efficiencies, together with an improved service. The review of media services has produced significant improvement in terms of the current reassurance agenda and in positive feedback from media contacts throughout the region.

Area for Improvement

- While short-term action has been taken to stem the detection issues in the North of the county, it is important that long-term sustainable solutions are found. Appropriate skills, systems, processes and resources are needed to address the problems unique to this part of Kent, where a significant amount (some 40%) of crimes and incidents occur.

*Kent Police - Baseline Assessment
October 2005*

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	55.0%	N/A	56.0%	3 out of 7	48.6%	14 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	83.0%	N/A	74.9%	1 out of 7	71.5%	2 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	60.4%	N/A	58.8%	4 out of 7	56.8%	15 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	53.2%	N/A	52.3%	3 out of 7	44.1%	13 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	7.13 pts	N/A	6.53 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	81.5%	N/A	78.3%	2 out of 7	78.0%	11 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	79.8%	N/A	75.3%	2 out of 7	71.2%	4 out of 37
Difference between satisfied rates (SPI 3b)	N/A	1.7 pts	N/A	3.04 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	N/A	*	N/A	*	N/A	*	N/A
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	N/A	*	N/A	*	N/A	*	N/A
Difference between PACE arrest rates (SPI 3c)	N/A	*	N/A	*	N/A	*	N/A
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	29.5%	N/A	26.3%	3 out of 6	24.7%	21 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	32.8%	N/A	33.9%	3 out of 6	34.6%	24 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	3.281 pts	N/A	7.6 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	N/A	*	N/A	*	N/A	*	N/A
Racially or religiously aggravated offences per 1000 population	0.30	0.38	26.9 %	0.55	2 out of 8	0.70	12 out of 42
% detected racially or religiously aggravated offences	38.1%	37.1%	-1 Pts	36.3%	7 out of 8	36.4%	28 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	45.6%	N/A	46.8%	5 out of 8	48.6%	29 out of 42

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	78.9%	N/A	69.3%	1 out of 7	65.9%	2 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	60.3%	N/A	58.8%	3 out of 7	54.9%	14 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	45.6%	N/A	41.3%	2 out of 7	38.8%	8 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	75.6%	N/A	72.9%	2 out of 7	69.5%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	60.2%	N/A	58.6%	4 out of 7	55.6%	15 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	93.9%	N/A	88.3%	1 out of 7	87.8%	2 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	80.5%	N/A	76.7%	2 out of 7	75.4%	10 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	66.3%	N/A	59.3%	1 out of 7	58.5%	6 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	91.2%	N/A	88.1%	2 out of 7	87.8%	10 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	81.4%	N/A	78.1%	2 out of 7	77.3%	10 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	45.6%	N/A	46.8%	5 out of 8	48.6%	29 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	55.0%	N/A	56.0%	3 out of 7	48.6%	14 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	83.0%	N/A	74.9%	1 out of 7	71.5%	2 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	N/A	35.5%	N/A	82.3%	6 out of 6	76.9%	35 out of 38

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	80.5%	90.1%	9.6 Pts	47.9%	1 out of 5	55.7%	1 out of 28
% of partner-on-partner violence (SPI 8b)	84.5%	80.5%	-4 Pts	82.5%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.30	0.38	26.9 %	0.55	N/A	0.70	N/A
% detected racially or religiously aggravated offences	38.1%	37.1%	-1 Pts	36.3%	7 out of 8	36.4%	28 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	9.2%	11.4%	2.2 Pts	6.3%	8 out of 8	5.3%	42 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	20.7%	20.9%	0.1 Pts	17.6%	7 out of 8	17.9%	35 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	11.31	10.17	-10.1 %	10.87	4 out of 8	14.40	19 out of 43
Violent crime per 1,000 population (SPI 5b)	14.32	16.14	12.7 %	19.23	2 out of 8	22.44	5 out of 42
Robberies per 1,000 population (SPI 5c)	0.73	0.75	2 %	0.87	4 out of 8	1.68	21 out of 42
Vehicle crime per 1,000 population (SPI 5d)	12.03	11.18	-7 %	12.25	2 out of 8	13.99	19 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.39	0.41	4.8 %	0.40	4 out of 8	0.61	20 out of 42
Total recorded crime per 1000 population	85.83	85.28	-0.6 %	93.43	3 out of 8	105.37	14 out of 42
Violent Crime committed by a stranger per 1,000 population	2.28	2.67	17.3 %	6.72	1 out of 7	9.87	4 out of 34
Violent Crime committed in a public place per 1,000 population	6.06	7.79	28.4 %	11.71	2 out of 7	13.86	9 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	2.81	3.08	9.5 %	3.99	3 out of 7	4.16	12 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.51	0.55	8.1 %	1.44	1 out of 7	1.44	4 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	8.6%	9.1%	0.5 Pts	6.8%	7 out of 7	8.3%	28 out of 37

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	9.2%	11.4%	2.2 Pts	6.3%	8 out of 8	5.3%	42 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	20.7%	20.9%	0.1 Pts	17.6%	7 out of 8	17.9%	35 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	11.31	10.17	-10.1 %	10.87	4 out of 8	14.40	19 out of 43
Violent crime per 1,000 population (SPI 5b)	14.32	16.14	12.7 %	19.23	2 out of 8	22.44	5 out of 42
Robberies per 1,000 population (SPI 5c)	0.73	0.75	2 %	0.87	4 out of 8	1.68	21 out of 42
Vehicle crime per 1,000 population (SPI 5d)	12.03	11.18	-7 %	12.25	2 out of 8	13.99	19 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.39	0.41	4.8 %	0.40	4 out of 8	0.61	20 out of 42
Total recorded crime per 1000 population	85.83	85.28	-0.6 %	93.43	3 out of 8	105.37	14 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.39	0.41	4.8 %	0.40	4 out of 8	0.61	20 out of 42
Number of abductions per 10,000 population	0.038	0.006	-83.3 %	0.02	5 out of 8	0.016	22 out of 42
% of abduction crimes detected	0.0%	0.0%	0 %	31.6%	3= out of 8	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.06	0.13	100 %	0.11	6 out of 8	0.14	28 out of 42
% of attempted murder crimes detected	80.0%	70.0%	-10 Pts	72.4%	5 out of 8	72.7%	31 out of 43
Number of blackmail per 10,000 population	0.2	0.21	3.1 %	0.19	7 out of 8	0.28	31 out of 42
% of blackmail crimes detected	25.0%	15.2%	-9.8 Pts	28.2%	8 out of 8	26.2%	37 out of 43
Number of kidnappings per 10,000 population	0.306	0.34	10.2 %	0.37	5 out of 8	0.53	16 out of 42
% of kidnapping crimes detected	73.5%	42.6%	-30.9 Pts	45.4%	5 out of 8	44.3%	29 out of 43
Number of manslaughters per 10,000 population	0.	0.013	N/A	0.02	4 out of 8	0.025	11 out of 42
% of manslaughter crimes detected	0.0%	100.0%	N/A	84.2%	2= out of 8	119.2%	8= out of 43
Number of murders per 10,000 population	0.088	0.088	0 %	0.081	5 out of 8	0.138	17 out of 42
% of murder crimes detected	107.1%	85.7%	-21.4 Pts	92.4%	5 out of 8	94.5%	33 out of 43
Number of rapes per 10,000 population	1.79	2.24	25.2 %	2.44	N/A	2.65	N/A
% of rape crimes detected	26.9%	21.8%	-5.1 Pts	25.2%	7 out of 8	29.5%	35 out of 43

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	14.32	16.14	12.7 %	19.23	2 out of 8	22.44	5 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.39	0.41	4.8 %	0.40	4 out of 8	0.61	20 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.19	0.22	15.9 %	0.19	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	23.6%	28.6%	21.3 %	26.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	40.2%	45.1%	12.2 %	38.3%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	13.00	24.00	84.6 %	7.50	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	21	27	28.6 %	7.8	N/A	6.78	N/A
No. of confiscation orders	74	70	-5.4 %	11.4	N/A	43.16	N/A
Total value of confiscation orders	£1,282,559	£4,341,760	238.5 %	£491,238	N/A	£1,179,340	N/A
No. of forfeiture orders	31	25	-19.4 %	7.9	N/A	18.21	N/A
Forfeiture value	£8,814	£17,549	99.1 %	£9,083	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.38	0.17	-55.6 %	0.32	1 out of 8	0.45	1 out of 42
% detected trafficking in controlled drugs offences	92.3%	105.2%	12.9 Pts	93.8%	1 out of 8	91.7%	2 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	80.5%	90.1%	9.6 Pts	47.9%	1 out of 5	55.7%	1 out of 28
% of partner-on-partner violence (SPI 8b)	84.5%	80.5%	-4 Pts	82.5%	N/A	74.1%	N/A
Racially or religiously aggravated offences per 1000 population	0.3	0.38	26.9 %	0.55	N/A	0.7	N/A
% detected racially or religiously aggravated offences	38.1%	37.1%	-1 Pts	36.3%	7 out of 8	36.4%	28 out of 43

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	8.6%	6.3%	-2.2 Pts	10.9%	8 out of 8	10.1%	41 out of 43
% detected of violent crime (SPI 7c)	51.7%	43.6%	-8.1 Pts	49.3%	7 out of 8	49.5%	38 out of 43
% detected of domestic burglaries (SPI 7b)	16.5%	14.3%	-2.2 Pts	19.5%	6 out of 8	15.9%	31 out of 43
% detected of robberies (SPI 7d)	22.5%	15.4%	-7.1 Pts	22.2%	7 out of 8	19.9%	42 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	22.3%	21.1%	-1.2 Pts	21.1%	6 out of 8	21.4%	33 out of 43
% total crime detected	24.7%	22.5%	-2.2 Pts	25.1%	7 out of 8	25.7%	39 out of 43
% sanction detected of vehicle crimes	8.3%	6.0%	-2.2 Pts	10.0%	8 out of 8	9.3%	41 out of 43
% sanction detected of violent crime	43.0%	37.1%	-5.9 Pts	35.0%	3 out of 8	34.3%	25 out of 43
% sanction detected of domestic burglaries	16.2%	13.6%	-2.5 Pts	17.7%	6 out of 8	14.3%	27 out of 43
% sanction detected of robberies	21.7%	14.3%	-7.4 Pts	19.8%	8 out of 8	17.2%	42 out of 43
% detected racially or religiously aggravated offences	38.1%	37.1%	-1 Pts	36.3%	7 out of 8	36.4%	28 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	24647	29009	17.7 %	22616	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	18.9%	21.3%	2.4 Pts	19.9%	3 out of 8	20.7%	26 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.19	0.22	15.9 %	0.19	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	23.6%	28.6%	21.3 %	26.0%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	40.2%	45.1%	12.2 %	38.3%	N/A	43.7%	N/A

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	73.0%	73.4%	0.4 Pts	86.0%	8 out of 8	85.4%	41 out of 42
Theft of motor vehicle (MV) - % scenes examined	55.0%	59.9%	4.9 Pts	52.1%	2 out of 8	40.1%	8 out of 42
% fingerprint recovery from burglary dwelling scenes examined	0.0%	34.0%	N/A	42.0%	7 out of 8	32.1%	25 out of 42
% fingerprint recovery from theft of MV scenes examined	0.0%	36.3%	N/A	55.1%	8 out of 8	48.9%	39 out of 42
% DNA recovery from burglary scenes examined	9.0%	11.7%	2.7 Pts	9.4%	2 out of 8	8.2%	9 out of 42
% DNA recovery from theft of MV scenes examined	24.0%	21.3%	-2.7 Pts	20.5%	5 out of 8	20.1%	17 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	0.0%	18.3%	N/A	14.2%	2 out of 8	16.8%	18 out of 42
% DNA matches from recovery at burglary dwelling scenes	N/A	48.7%	N/A	34.4%	1 out of 8	35.5%	4 out of 42
% DNA matches from recovery at theft of MV scenes	N/A	47.1%	N/A	40.7%	3 out of 8	38.3%	9 out of 42
% fingerprint idents from recovery at theft of MV scenes	0.0%	40.2%	N/A	25.1%	1 out of 8	27.9%	8 out of 42
% conversion of fingerprint idents to primary detections	35.0%	50.4%	15.4 Pts	48.3%	4 out of 8	45.3%	18 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	48.0%	71.0%	23 Pts	92.4%	5 out of 8	82.5%	27 out of 41
% DNA primary detections per match	31.0%	57.3%	26.3 Pts	51.2%	3 out of 8	49.5%	15 out of 42
% DNA total detections per match (incl. secondary)	42.0%	84.3%	42.3 Pts	96.7%	6 out of 8	88.7%	29 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	24647	29009	17.7 %	N/A	N/A	N/A	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	18.9%	21.3%	2 Pts	19.9%	3 out of 8	20.7%	26 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	89.4%	87.8%	-1.6 Pts	81.8%	3 out of 8	82.0%	9 out of 43
% of court results entered onto the PNC in 10 days	41.5%	52.7%	11.1 Pts	49.0%	4 out of 8	54.5%	26 out of 43
Number of sanction detections	30,601	28,724	-6.1 %	N/A	N/A	N/A	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Prosecution Team performance measurement - using COMPASS data	N/A	*	N/A	*	N/A	*	N/A
Management and targeted execution of warrants (COMPASS)	N/A	*	N/A	*	N/A	*	N/A
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	N/A	*	N/A	*	N/A	*	N/A

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	11.8%	11.7%	-0.1 Pts	10.6%	6 out of 8	11.3%	29 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	14.6%	13.1%	-1.6 Pts	12.0%	6 out of 8	12.5%	27 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	13.2%	17.3%	4.1 Pts	15.3%	6 out of 8	15.1%	32 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	18.4%	18.4%	0 Pts	14.8%	7 out of 8	15.8%	35 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	31.2%	35.3%	4.1 Pts	38.6%	4 out of 6	37.8%	20 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	8.6%	9.1%	0.5 Pts	6.8%	7 out of 7	8.3%	28 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	N/A	4.64	N/A	5.03	N/A	5.69	9 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.45	N/A	0.55	1 out of 6	0.51	10 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	11.43	N/A	11.1	N/A
Number of calls answered within local target time	222,681	225,311	1.2 %	N/A	N/A	N/A	N/A
% of 999 calls answered within locally set target time	90.1%	93.2%	3.2 Pts	90.1%	3 out of 7	87.3%	9 out of 39

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the deployment of Authorised Firearms Officers where the issue of a firearm was authorised	207	163	-21.3 %	N/A	N/A	N/A	N/A
Number of operations where the officers have not commenced operations before being stood down	82	33	-59.8 %	N/A	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	N/A	4.64	N/A	*	2 out of 6	5.69	9 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	N/A	0.45	N/A	0.55	1 out of 6	0.51	10 out of 34

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness per police officers (SPI 13a)	98.36	76.89	-21.8 %	62.39	4 out of 7	70.57	18 out of 37
Number of working hours lost due to sickness per police staff (SPI 13b)	98.64	69.26	-29.8 %	53.08	6 out of 7	63.72	26 out of 37
Medical retirements per 1,000 police officers	2.49	1.65	-33.5 %	3.09	2 out of 8	2.9	6 out of 39
Medical retirements per 1,000 police staff	4.21	0.45	-89.3 %	1.56	1 out of 8	2.16	4 out of 39

* This data was not available at time of publication

*Kent Police - Baseline Assessment
October 2005*

6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	1.7%	4.5%	2.8 Pts	1.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	3.6%	N/A	3.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 0.25	1: 1.87	658.5 %	1: 1.14	7 out of 8	1: 1.47	25 out of 37
% of female officers compared to overall force strength (SPI 12c)	21.8%	22.9%	1.1 Pts	22.3%	4 out of 7	21.2%	11 out of 42
% of female police staff compared to total police staff	60.4%	61.1%	0.7 Pts	63.0%	6 out of 7	62.3%	29 out of 42
% of white police officer applicants appointed	N/A	13.3%	N/A	18.0%	N/A	26.9%	N/A
% of BME police officer applicants appointed	N/A	7.5%	N/A	9.5%	N/A	24.0%	N/A
Difference in % of applicants appointed	N/A	5.7	N/A	8.5 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	N/A	15.3%	N/A	19.7%	N/A	29.1%	N/A
% of male police officer applicants appointed	N/A	11.8%	N/A	16.3%	N/A	24.2%	N/A
Difference in % of applicants appointed	N/A	3.4	N/A	3.3 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 0.67	1: 0.91	35 %	1: 1.44	1 out of 8	1: 1.41	6 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	N/A	*	N/A	*	N/A	*	N/A
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	N/A	*	N/A	*	N/A	*	N/A
% of police officer time spent on visible patrol	N/A	*	N/A	*	N/A	*	N/A
% of police officers in operational posts	N/A	87.4%	N/A	91.3%	6 out of 7	88.2%	34 out of 41
Total spending per police officer	£64,360.95	£67,708.89	5.2 %	£69,000.36	N/A	£121,668.41	N/A
Total spending per 1,000 population	£145,670.69	£153,639.27	5.5 %	£146,846.85	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACMU	area crime management unit
ACPO	Association of Chief Police Officers
AFIs	areas for improvement
ANPR	automatic number plate recognition
APA	Association of Police Authorities
ASB	anti-social behaviour
ASBO	anti-social behaviour order
Balanced Scorecard	a measurement-based strategic management system which provides a method of aligning business activities to the strategy and monitoring performance of strategic goals over time. A Kaplan R. S., & Norton P., <i>The Balanced Scorecard</i> (Harvard University press) 1992
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CADDIE	Crime and Disorder Data Information Exchange
CBRN	chemical, biological, radiological and nuclear
CDRP	Crime and Disorder Reduction Partnership
CID	Criminal Investigation Department
CLO	community liaison officer

*Kent Police - Baseline Assessment
October 2005*

COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CSI	crime scene investigator
CSO	community safety officer
CSP	corporate strategic plan
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
FCC	force communications centre
FCT	force command team
FLO	family liaison officer
Glidewell	Review of the Crown Prosecution Service, Cm 3960 (June 1998)
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
IPF	Institute of Public Finance
IPPO	identified prolific and priority offender
IS/IT	information services / information technology
ISIS	integrated support intelligence system

*Kent Police - Baseline Assessment
October 2005*

JFMP	joint family management programme
KCC	Kent County Council
KMEPA	Kent Minority Ethnic Police Association
KPDP	Kent probationer development programme
KPM	Kent policing model
Level 2 Criminality	Criminal activity that takes place on a cross-boundary basis
MAPPA	multi-agency police protection arrangements
MPS	Metropolitan Police Service
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NJG	narrowing the justice gap
OBTJ	offences brought to justice
P&T	personnel and training
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review

*Kent Police - Baseline Assessment
October 2005*

PFI	private finance initiative
PNB	Police Negotiating Board
PNC	Police National Computer
PND	penalty notice for disorder
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	persistent and prolific offender
PSA	public service agreement
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
RTC	road traffic collision
Sanction Detections	Offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TCG	tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery