



**Kent Police**

**Baseline Assessment**

**October 2006**



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## Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the Internet at [police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

## Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;

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- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

### **Force Amalgamations**

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

### **The Grading Process**

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

### ***Service delivery grade***

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

#### *Excellent*

This grade describes the highest level of performance in service delivery – e.g. top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

#### *Good*

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

#### *Fair*

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

#### *Poor*

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

### ***Direction of Travel Grade***

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

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*Improved*

This reflects a **significant** improvement in the performance of the force.

*Stable*

This denotes no significant change in performance.

*Declined*

This is where there has been a significant decline in the performance of the force.

## **Good Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

## **Future HMIC Inspection Activity**

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

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<b>Baseline Assessment 2006 Frameworks</b>			
<b>1 Citizen Focus (PPAF Domain A)</b>			
<b>1A Fairness and Equality in Service Delivery</b>	<b>1B Neighbourhood Policing and Problem Solving</b>	<b>1C Customer Service and Accessibility</b>	<b>1D Professional Standards</b>
<ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> <li>• Hate-crime reduction and investigation</li> </ul> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Operational activity to reassure communities</li> <li>• Use of media to market success</li> <li>• Uniformed patrol and visibility</li> <li>• Extended police family</li> <li>• Performance in reducing fear of crime</li> </ul> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>			
<b>2 Reducing Crime (PPAF Domain 1)</b>			
<b>2A Volume Crime Reduction</b>			
<ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Levels of crime compared with peers</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>			

<b>3 Investigating Crime (PPAF Domain 2)</b>		
<b>3A Managing Critical Incidents and Major Crime</b> <ul style="list-style-type: none"> <li>Detection rates for murder, rape and other serious crime</li> <li>Integration with overall crime strategy</li> <li>Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<b>3B Tackling Serious and Organised Criminality</b> <ul style="list-style-type: none"> <li>Crime that crosses basic command unit (BCU) and/or force boundaries</li> <li>Support for regional intelligence and operations</li> <li>Asset recovery (Proceeds of Crime Act – POCA)</li> <li>Effective targeted operations</li> <li>Quality packages with the Serious Organised Crime Agency (SOCA)</li> </ul>	<b>3C Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>Crime strategy</li> <li>Crime recording</li> <li>Investigative skills, eg interviewing</li> <li>Automatic number plate recognition (ANPR)</li> <li>Detection performance</li> </ul>
<b>3D Improving Forensic Performance</b> <ul style="list-style-type: none"> <li>Specialist scientific support</li> <li>Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>Integrated management of processes</li> <li>Performance in forensic identification and detection</li> </ul>	<b>3E Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>Quality and timeliness of case files</li> <li>Custody management/prisoner handing</li> <li>Youth justice</li> <li>Police National Computer (PNC) compliance</li> </ul>	
<b>4 Promoting Safety (PPAF Domain 3)</b>		
<b>4A Reducing Anti-Social Behaviour (ASB)</b> <ul style="list-style-type: none"> <li>Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> </ul>	<b>4B Protecting Vulnerable People</b> <ul style="list-style-type: none"> <li>Child abuse</li> <li>Domestic violence</li> <li>Multi-agency police protection arrangements (MAPPA)/sex offender management</li> <li>Missing persons</li> </ul>	
<b>5 Providing Assistance (PPAF Domain 4)</b>		
<b>5A Contact Management</b> <ul style="list-style-type: none"> <li>All aspects of call handling and call management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>	<b>5C Strategic Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> <li>Road safety partnerships</li> </ul>

<b>6 Resource Use (PPAF Domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>• HR strategy and costed plan</li> <li>• Key HR issues not covered in 6B or 6C</li> <li>• Health and safety</li> <li>• Performance in key HR indicators</li> </ul>	<b>6B Training, Development and Organisational Learning</b> <ul style="list-style-type: none"> <li>• Costed training strategy and delivery plan</li> <li>• Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>• Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>• Performance in meeting key targets</li> </ul>
<b>6D Managing Financial and Physical Resources</b> <ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Effective use of resources to support front-line activity</li> <li>• Devolved budgets</li> <li>• Finance, estates, procurement and fleet management functions</li> <li>• Demand management</li> </ul>	<b>6E Information Management</b> <ul style="list-style-type: none"> <li>• Information systems/information technology (IS/IT) strategy and its implementation</li> <li>• Programme and project management</li> <li>• Customer service</li> <li>• Adequacy of key systems</li> <li>• Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>• Extent to which structures, processes and products meet NIM standards</li> <li>• Integration of NIM with force planning and performance management</li> <li>• Use of community intelligence</li> <li>• Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Effectiveness of succession planning</li> <li>• Promotion of corporacy</li> </ul>	<b>7B Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>• Effective performance management structures and processes at all levels</li> <li>• Quality and timeliness of performance/management information</li> <li>• Internal inspection/audit/quality assurance (QA) systems</li> <li>• Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>	

## Force Overview and Context

### Geographical Description of Force Area

Kent Police operates over a geographical area of 3,735 square km in the South East corner of England, with a coastline of 379 km. The county was, until April 2006, divided into nine basic command units (BCUs), known locally as areas. After 3 April 2006, these changed to six BCUs as part of Programme 2015. Under the new six area model, the BCUs became:

- North Kent;
- West Kent;
- Maidstone and Swale;
- Medway;
- Canterbury and Thanet; and
- South East Kent and Weald.



As well as being the 'Garden of England', Kent is the UK's principal 'Gateway to Europe', with the Channel Tunnel, Dover and other ferry ports to continental Europe in the east of the county. Kent Police has its HQ in Maidstone and is unique among British police forces in operating an overseas police station at Coquelles in France, which is staffed entirely by Kent Police officers and staff.

### Demographic Description of Force Area

The resident population is approximately 1.6 million in some 657,000 households. A quarter live in rural areas and about 100,000 people regularly commute to and from London. The black and minority ethnic (BME) population amounts to some 3.5%, with higher concentrations in North Kent and Medway. A significant population of asylum seekers is to be found in South East Kent and Thanet. There are ten prisons in the county.

There are two first-tier local authorities: Kent County Council, with headquarters in Maidstone, and Medway Unitary Authority, based in Chatham. The 13 crime and disorder reduction partnerships (CDRPs) are based on the 12 districts and the Medway Authority.

Other features include Bluewater, the largest retail park in Europe with more than 500,000 visitors per week on average, and the McArthur Glen designer outlet at Ashford, attracting 77,000 visitors per week. There are two nuclear power stations, the Ashford International rail terminal, a developing international airport at Manston, and migrant reception centres at Ashford and Cranbrook.

The Government has identified Kent for substantial regional growth. Plans are well advanced to deliver significant numbers of additional dwellings in the Ashford area between

2006 and 2011, with a simultaneous expansion in the Thames Gateway area (North Kent). The likely impact on future policing and infrastructure requirements will be significant. The opening of the Channel Tunnel rail link at Ashford International will continue to change the nature of the area by encouraging further local growth and development.

More than 30 million cross-channel passengers travel through the county each year using Kent's strategic road network (SRN) and to a lesser extent the new high-speed Channel Tunnel rail link. Kent also bears substantial and growing volumes of cross-channel commercial traffic, with over 5 million commercial vehicle movements per year on the longest distance of SRN (M2, M20, M25, M26, A21, A249 etc) of any police force in the UK. Commercial traffic volumes in Kent increased 35% more than the national average between 1980 and 1997. Commercial traffic, particularly from Eastern Europe, has continued to show strong growth in contrast to a recent countywide trend to a small reduction in the volume of other types of traffic.

### **Structural Description of the Force, including Staff Changes at Chief Officer Level**

The Kent Police senior management team (SMT) has well-established individuals in all six posts. Serving the Chief Constable, Michael Fuller, are the deputy chief constable (DCC), three assistant chief constables (ACCs) (area operations, central operations, and personnel and training) and the director of finance, administration and information systems. There is a good blend of complementary skills and experience among the SMT.

The continuity of leadership and direction is now showing positive results in terms of improving the delivery of policing services, especially the protective services, and developing effective partnerships with Kent's diverse local communities. The working relationship with Kent Police Authority is mature and is characterised by healthy challenge with constructive dialogue. The force has experienced rises in volume crime over the past year and public confidence in the force is comparatively low. Both areas of performance will require significant chief officer focus during 2006/07.

Under 'Programme 2015', the six-area model introduced on 3 April 2006, each BCU commander is now a chief superintendent who has significant devolved operational and resource-management responsibilities. In addition to the commander, each BCU has a superintendent, chief inspectors for each CDRP area and two detective chief inspectors, one for volume crime and one for 'tactical' delivery.

Mainly because of its position as the 'Gateway to Europe', Kent Police has the UK's second biggest Special Branch in England and Wales after the Metropolitan Police Service.

Kent Police's full-time equivalent staffing levels, as of March 2006, were: 3,668 police officers; 2,588 police staff; 109 police community support officers (PCSOs); and 321 special constables, including 45 parish special constables. The revenue budget for 2006/07 is £247.3 million.

The relatively high cost of living and proximity to the Metropolitan Police Service has caused significant retention issues in Kent, especially for more highly trained and specialist officers.

This issue has been tackled through measures such as enhanced remuneration packages in North and West Kent, and previous high levels of loss have been reduced. Workforce monitoring and retention remain important priorities.

## **Strategic Priorities**

The core aim is embodied in the joint Kent Police and Kent Police Authority Vision to create a safe environment so that the public feel protected by a visible and accessible police service. Emphasis will be placed on neighbourhood and community policing, the reassurance agenda and the effective provision of protective services.

There are six strategic priorities highlighted in the latest policing plan (2006–09). Kent Police intend to:

### **Improve Performance**

The force has been one of the top performing police forces in England and Wales in both HMIC baseline assessments and the broader policing performance assessment framework (PPAF) assessment. The sanction detection rate has increased in line with the increase in the most similar force (MSF) group and is slightly above the group average.

Surveys consistently show high levels of satisfaction with the ease with which the police can be contacted, and overall victim satisfaction is just above MSF averages.

Despite total recorded crime being close to national and MSF averages, the force had higher levels of fear of crime in all the main categories in 2005/06. There has been a rising trend over a number of years. The British Crime Survey (BCS) also shows that public confidence in Kent Police was the lowest within the MSF group.

Over the last year recorded crime has increased, principally driven by an increase in criminal damage and low-level violent disorder. The BCS indicates that actual personal and household crime has not increased significantly, but that the rates are significantly higher than MSF averages. The force is going to have to work exceptionally hard with partners in CDRPs to deliver on the public service agreement (PSA) target to reduce crime by 15% by the end of March 2008.

### **Prepare to Become a Strategic Force**

The force is preparing to become a strategic force, having argued successfully that an effective and efficient police service for Kent is best delivered without amalgamation. This work will continue, even though force mergers have been deferred. The HMIC report *Closing the Gap* defined three criteria for strategic policing:

- the development of local and neighbourhood policing;
- the organisation of affordable support and strategic development; and
- the provision of protective services to national standards.

### **Embed Neighbourhood Policing into Communities**

Neighbourhood policing (NHP) is being trialled in Canterbury and North Kent, with some progress being made towards implementing the model in other areas. Canterbury is a national pathfinder site. Evidence suggests that NHP reduces crime and disorder and increases public confidence.

Joint funding with the Home Office will provide 474 PCSOs over the next two years. These new officers will supplement existing neighbourhood resources. NHP will be delivered in a commensurate and intelligence-led manner, with a more limited presence in low crime areas. Close partnership working, particularly with CDRPs, will ensure that NHP teams receive the active support and help of the local community to maximise their impact.

### **Work with Partners to Tackle Crime and Disorder**

The increasingly complex nature of policing requires greater partnership working. Excellent partnership relationships through the Kent Criminal Justice Board (KCJB) have helped to increase the number of offences brought to justice by 19%, in line with the MSF average.

Good relationships have been established with local authority partners. The force is at the vanguard of high-level strategic partnership working, principally through the Kent Agreement and Local Public Service Agreement targets. The restructuring that became effective in April 2006 created senior posts with responsibility for partnership working with local CDRPs.

The joint family management programme (JFMP) will continue to target and work with families who create a disproportionate amount of anti-social behaviour. Work with partners on multi-agency public protection arrangements (MAPPA) is now a vital part of the delivery of effective policing and is likely to become increasingly important to ensure that the reputation of the service is maintained.

### **Ensure Resources are used Effectively and Efficiently**

The demand on police resources continues to grow at a pace that threatens to outstrip the increase in resources available. In addition there are other pressures, including the national policing plan, statutory performance indicators, KCJB targets, and National Centre for Policing Excellence (NCPE) and other codes of practice.

Demand at the local level for policing services continues to increase. The number of calls received by the force communications centre (FCC) this year increased by 11%.

These increasing demands require greater efficiency. The 2015 review programme has set out how to make Kent Police 'fit for purpose' over the next decade. The reconfiguration from nine to six BCUs will improve front-line efficiency and provide greater potential for enhancing protective services. Coterminous BCUs and CDRPs will improve partnership working to tackle level 1 crime.

The continuation of the best value (BV) review programme ensures a constant challenge to inefficiencies. The most recent BV review of support services will release efficiency savings to be reinvested in the front line.

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The force has decided that cost efficiency may be placed above meeting national targets or standards, providing such a decision is in the wider public interest. An example is their decision not to adopt a target contained in the National Call-Handling Standards (NCHS) to increase the percentage of non-999 calls answered within 30 seconds from 70% to 90%. The force argues that local research shows that adopting this target would be neither cost efficient nor a high priority for the public of Kent. The 50 extra staff required, it is argued, would not be a reasonable use of public finances.

### **Enhance Protective Services**

The force has national strategic importance as the 'Gateway to Europe'. Strong links have been established with European law enforcement agencies, together with partners in Her Majesty's Revenue and Customs (HMRC) and Immigration. These partnerships are of national benefit.

The Police Authority has agreed funding for a transition to a strategic force status. As a result of a detailed review of protective services, some existing resources have been identified to further strengthen protective services without detriment to front-line policing.

### **Impact of Workforce Modernisation and Strategic Force Development**

The proportion of police staff employees in the total workforce is 38%. This compares favourably with the national average of 34%. After a slow start in utilising PCSOs, the force now plans to recruit an additional 474 PCSOs in the next two years. Priority will be given to providing total geographic cover for NHP. It is not anticipated that all these new posts will have a geographic-based neighbourhood function: already some are employed to manage problem families and prisoner resettlement. It is planned to expand these activities and 84 new PCSO posts have been set aside for such purposes. In addition, the contribution that PCSOs can make to crime investigation is being examined. It is planned that NHP teams will lessen the demand burden on the centrally-located FCC.

Kent Police have a stated ambition of being at the vanguard of developing cost-effective solutions to policing and accepts any changes that the Government and the Association of Chief Police Officers (ACPO) propose providing they are cost effective and are likely to benefit the people of Kent.

In 2005 a detailed review of protective services was completed. It focused on the areas for improvement identified by the earlier HMIC assessment and examined how Kent Police might improve. It established the gaps in service and the action required to rectify them, using a combination of process improvements, collaboration with other police forces, better use of technology and using existing resources in new ways. The review made a number of recommendations, and a phased implementation plan has been developed for expenditure and recruitment.

The review found that an additional 108 staff would be required to deliver effective protective services. These will be a mixture of police staff and police officers of various ranks. Some 59 staff were identified as being suitable for 're-brigading' from within the force to the protective services directorate.

A detailed implementation plan takes into account the 49 growth posts and the lead-in time for new police recruits. An implementation steering group has begun the future build towards meeting the standards for a recognised strategic force.

### **Major Achievements**

Last year a series of high-profile cash-point machine thefts received high media interest and were visually impactful on the public. A co-ordinated investigation involving surveillance led to 40 arrests, of which 27 resulted in charges, bringing the series to an end.

More recently the £53 million raid on the Securitas Tonbridge depot has enabled Kent Police to show that it can effectively handle a major enquiry of this scale, including the associated media interest. In the initial stages, more than 300 Kent Police personnel were involved in the enquiry, with the majority of police in the force adopting longer shifts to accommodate the increased workload. Within two weeks of the robbery, some £19.7 million of stolen money had been recovered.

This assessment should also be seen in the context of nine murder investigations conducted during the last six months of 2005/06.

### **Major Challenges for the Future**

The change agenda is a major challenge and Programme 2015 continues to identify the activities necessary to deliver this change.

Equally, the need to operate within ever-increasing financial constraints, with the constant search for BV and efficiency, is a challenge. The finances of Kent Police are relatively strong but the migration to an effective strategic police force within current finances remains a challenge.

Public reassurance and fear of crime also continue to be a challenge. Despite average crime levels, the public of Kent have a disproportionate fear of crime. It is planned that a specific community engagement strategy, targets contained within the local PSA and the further expansion of NHP will help to address this.

Following the recent decision that Kent should remain a standalone police force, Programme 2015 has been reconfigured to drive forward an implementation plan to ensure that the necessary resources and processes are in place to deliver protective services to the enhanced standards required. The programme will continue even though amalgamation of forces is no longer on the immediate agenda.

<b>Summary of Judgements</b>	<b>Grade</b>	<b>Direction of Travel</b>
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Fair	Stable
Customer Service and Accessibility	Good	Stable
Professional Standards	Good	Not Graded
<b>Reducing Crime</b>		
Volume Crime Reduction	Fair	Declined
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	Fair	Stable
Tackling Serious and Organised Criminality	Good	Stable
Volume Crime Investigation	Fair	Improved
Improving Forensic Performance	Good	Improved
Criminal Justice Processes	Good	Improved
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	Good	Stable
Protecting Vulnerable People	Fair	Stable
<b>Providing Assistance</b>		
Contact Management	Good	Stable
Providing Specialist Operational Support	Good	Improved
Strategic Roads Policing	Good	Stable
<b>Resource Use</b>		
Human Resource Management	Good	Stable
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Excellent	Declined
Managing Financial and Physical Resources	Excellent	Stable
Information Management	Excellent	Stable
National Intelligence Model	Good	Stable
<b>Leadership and Direction</b>		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Fair	Declined

## 1 Citizen Focus (Domain A)

### 1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

#### Contextual Factors

This section overlaps with Section 6C, especially in Kent where action to promote fairness and equality in both external service delivery and within the organisation is driven by the diversity strategy board and the diversity delivery group. Equality in service delivery is underpinned by a well-resourced and respected diversity team, supported by senior managers who are dedicated to meeting equality objectives. Kent Police has an increasingly representative workforce with prescribed service standards for minority community groups set out in the Kent Police standard. A diversity-training programme that provides a lever for cultural change is making a difference to service planning and delivery.

The force recognises that further progress cannot be made without the involvement, consent and confidence of the communities it serves, the workforce and statutory partners. Consultation mechanisms, both internal and external, are carefully managed to ensure that all voices, views and opinions are heard, listened to and acted upon.

During 2005/06, all user satisfaction surveys indicated that some 79.9% of White users were satisfied and some 73.0% of BME users were satisfied with the whole experience of the service provided by Kent Police (see 'Work in Progress'). Detection rates for racially aggravated crimes are above the MSF group average but these are not statistically significant.

#### Strengths

- There is strong chief officer leadership by the DCC and ACC (personnel and training (P&T)). They chair a strategy board and a delivery group respectively. The latter group co-ordinates ten action groups, each one tasked to achieve particular diversity objectives. Both chief officers enjoy the confidence of their colleagues, partner agencies and community groups. They actively promote an ethos of fairness, transparency and honesty in the force's dealings with diverse communities.
- In recognition of the critical importance of resourcing the diversity function, there is a dedicated diversity training team and a diversity support team, both of which are made up of skilled police officers and police staff who are committed to their roles and who are focused on mainstreaming their activity throughout the organisation. These teams are

given the freedom and authority by senior management to challenge, and guide, the force in promoting equality and diversity in service delivery and employment.

- Several elements of the race equality scheme (RES) and the diversity equality scheme have been highlighted by the Commission for Racial Equality (CRE) as good practice. Like the comprehensive diversity strategy, it was amended after widespread internal and external consultation. The diversity team co-ordinates implementation of a detailed delivery plan.
- The diversity training programme is comprehensive, with elements that are recognised externally as good practice. The force is on target to meet its training schedule, with early evidence that culture change has begun.
- Well-developed external and internal community consultation structures and processes are soundly embedded, and co-ordinated by the diversity support team. The success of these arrangements has been recognised by partner organisations which have approached the force for guidance. These groups are given access to a wide range of information about service delivery, including data to enable them to assess the equality of service delivery.
- Good links have been established with local community groups through community liaison officers (CLOs) on each BCU. Their roles are centrally co-ordinated and they have been instrumental in facilitating local forums to discuss and take forward local issues, as well as promoting, and recruiting for, the independent advisory group (IAG) set up in March 2006.
- Kent Police has played a leading role in partnership work to make public services to the lesbian, gay, bi-sexual and transgender (LGBT) communities, especially young people, fairer. Quarterly meetings with key agencies have been set up, terms of reference agreed, and, in May 2006, a multi-agency seminar was organised at the Kent Police College.
- Hate crimes are monitored at the daily and bi-weekly tasking and co-ordinating group (T&CG) processes, and are highlighted in the strategic assessments at BCU level. Hate crime features in the force strategic assessment and is reported on at the force performance committee.

### **Work in Progress**

- Following consultation with partners from minority communities, independent research has been commissioned into street encounters between police and BME people. This is part of a clear strategy to understand the perceptions and motivation of the police and members of the public, with a view to identifying training needs and improving policy and practice.

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- In spite of a rise in the past year, the overall low level of hate crime recorded may indicate that more could be done to encourage victims to report such crimes. Satisfaction with police action among victims of racist incidents has declined in recent years and is below the MSF average (due to the small sample size, this comparison should be treated with caution). Detailed research was undertaken at the instigation of the performance management committee in March 2006 and an action plan was initiated to address this issue. The detection rate for racially aggravated crime rose slightly in 2005/06 and is in line with the MSF average.
- The national victim surveys also show a decline in satisfaction among BME victims in the past year and a widening gap in comparison with White victims' satisfaction. Research and analysis to identify causes should be carried out in order that appropriate action can be taken and the results fed into diversity training.
- While race and diversity features regularly on corporate strategic meeting agendas, there is an opportunity to promote mainstreaming by making the subject a standing item on BCU strategic meetings. This is planned to help ensure that local senior managers include race and diversity considerations in decision making on service delivery and employment issues.

### **Areas for Improvement**

- The force acknowledges that fewer staff within its professional standards department (PSD) have received diversity training, particularly senior managers. It is planned to remedy this in 2006/07.
- The training provided to policy owners requires updating and redelivery to ensure that staff with the responsibility for reviewing existing or new policy have the skills to undertake impact assessments covering race and diversity, including compliance with the Disability Discrimination Act.
- The community liaison co-ordinator is addressing the need for a community impact assessment template – a generic process that can be applied across the force, for both pre-planned and spontaneous events, that will provide a robust risk-assessment to identify vulnerable communities.
- While good progress has been made in ensuring services are more widely accessible to community groups, more documents could be made available in the other community languages commonly spoken in Kent. The force is planning to introduce a corporate standard on interpreting and translating, which will also address the needs of people with sensory impairments.
- Owing to Kent's strategic location, the force recognises a need to do more towards ensuring that services are delivered to people marginalised because of their immigration status.

## GOOD PRACTICE

<b>TITLE: 1A THE BENEFITS TO SERVICE DELIVERY OF LOCAL PARTNERSHIP WORKING - KENT DISABILITY EQUALITY SCHEME PARTNERSHIP GROUP</b>	
<p><b>PROBLEM:</b> The Kent Police Vision 2005-08 says that '<i>We will work with partners to create a safe environment for everyone in Kent, where they feel protected by a visible and accessible police service, displaying a sincere commitment to reducing crime and disorder.</i>' The problem was to ensure this aspiration applied to disabled people.</p>	
<p><b>SOLUTION:</b></p> <p>This partnership group arose out of a jointly hosted seminar with Kent County Council (KCC) 'Getting Ready for Disability Equality Schemes', held on July 27, 2005.</p> <p>In his opening remarks, Peter Lake, KCC's Cabinet Member for social care and community care, presented the seminar with three challenges:</p> <ul style="list-style-type: none"><li>• '<i>For Kent key statutory partners to demonstrate that Kent Disability Equality Schemes are produced in cognisance of each other's, show areas of partnership working and show where value can be added to each other's objectives. Partners should also remain in contact to monitor progress after schemes have been published.</i></li><li>• '<i>Demonstrate that Kent key statutory partners support the Disability Rights Commission (DRC) in its work and ensure that models of good practice occurring in Kent are shared with public sector organisations elsewhere in the country (through the assistance of DRC).</i></li><li>• '<i>Kent should lead the way. It is a right that disabled people are able to fully participate in the economic, social and cultural opportunities Kent has to offer. It is a right that we will uphold in Kent.</i>'</li></ul> <p>To meet these challenges, and to ensure compliant Disability Equality Schemes are published, Kent Police and KCC agreed to organise the networking of statutory partners. The aim is to demonstrate that disabled people will reap tangible benefit as a result of the schemes published in December 2006. This approach has been noted as 'pioneering' by the DRC.</p> <p>Network partners include seven (of 12) Kent district councils, Medway (Unitary) Council, Kent and Medway Fire and Rescue Service and Kent and Medway Strategic Health Authority. The Force Diversity Manager chairs the group and KCC administers it.</p>	
<p><b>OUTCOME(S):</b></p> <p>An immediate benefit has been partners agreeing to promote the social model of disability within their schemes and to share a disability equality vision (<i>Appendix A - please apply to Kent Police</i>). Promoting the social model of disability in service delivery and policy development will be of benefit to disabled people across Kent.</p> <p>Following publication of disability schemes in December 2006, the network has agreed it will meet to share ideas and good practice on all equality and diversity matters.</p>	
<p><b>FORCE CONTACT:</b> - Vicki.harrington@kent.pnn.police.uk</p>	

## 1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Fair	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

### National Context

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

### Contextual Factors

The force and the Police Authority have made a clear statement of intent to develop and deliver NHP to the national standard by supporting the recruitment of the full quota of PCSOs. At the time of this assessment there were 160 neighbourhood officers and 109 PCSOs. The target for 2008 is 176 neighbourhood officers and 583 PCSOs. In recognition of the importance of NHP, as of April 2006, the NHP project is a major element within the strategic change and review programme, Programme 2015. The force is innovative in its response to NHP, in terms of the National Intelligence Model (NIM) compliant analytical products it is developing, the roles and responsibilities it is designing for its PCSOs and the multi-agency tactics it employs against identified neighbourhood issues.

Canterbury BCU is the pathfinder site and has made significant steps towards full implementation that will be completed following the arrival of its full complement of PCSOs. All the other BCUs have adopted many of the principles of the NHP model and a robust implementation plan for its full development within the intelligence-led philosophy was close to completion at the time of this assessment.

The force has recognised the different operating environment needed to deliver NHP and, at the time of this assessment, was finalising a proposal for its NHP configuration that was about to be the subject of consultation with partner agencies. The model has developed at a

more measured pace than some but, through linkages with other forces, has the advantage of building upon the good practice being developed by others.

Clear organisation and governance for the development and implementation of the model is emerging, and there has been a focused effort towards developing structures and processes to support it, before full roll-out across the force. Now that plans are in place, a focus on ensuring that all partners and the rest of the organisation are involved and aware of their roles within the new structures is crucial to ensure effective implementation.

During 2005/06, the BCS of Kent residents indicated that some 42.2% had confidence in their local police. This was some 6.9 percentage points below the MSF group average and places the force at the bottom of its MSF group.

### **Strengths**

- There is a highly committed chief officer lead from the Chief Constable and the ACC (area operations). Both officers take every opportunity to link current organisational issues to the NHP agenda. Effective governance for the project is achieved through a dedicated project team reporting to an implementation board chaired by the ACC (area operations) within the overall change programme, Programme 2015.
- The ACC's relationship with partners, supported by a chief superintendent whose post is part-funded by the county council, enables NHP to be at the forefront of strategic partnership development.
- A sustained record of innovative practice with partners has established a rich vein of tactics that target commonly occurring community issues. Some of the associations being forged lie outside the traditional understanding of partnerships and are vital in effectively tackling communities' concerns, such as anti-social behaviour in town centres, on housing estates and within rural and coastal communities (see Section 4A).
- The imaginative use of PCSOs is already enhancing the NHP model to provide skills and capacity to solve the complex problems that frequently occur across neighbourhoods. Eighteen have been employed on two multi-agency initiatives – the family management and offender resettlement programmes.
- There are many good examples of police working closely with staff from other agencies, such as the 100 strong Kent County Council community warden service. Partners need to be encouraged, however, to carry out an audit of their current resources, meetings, forums etc, and, where possible, align these with the police and other agency resources/functions. This will assist in delivering an effective engagement process and delivery of services.

### **Work in Progress**

- Analytical products are being developed that will provide real insight into the vulnerability of neighbourhoods. Key tools include the vulnerable neighbourhoods index (based on crime/incident and partnership data) and the MOSAIC database (a commercial product

drawing upon 300 data sources). They will be the basis for deployment decisions and provide an understanding of communities from which success in engaging the whole community can be measured. The force recognises that having defined its neighbourhoods, there remains a need to take the proposals to other stakeholders for their consideration/contribution.

- The force recognises that a crucial core element of the NHP model involves engaging with communities at the most local level and then resolving issues that are identified by them in partnership with local agencies and residents. This is in contrast to focusing solely on issues that the police and other organisations determine are a problem. While there are some good examples of this sort of activity, the methodology is not yet widely understood. A detailed training programme is planned for PCSOs and neighbourhood officers.
- It is acknowledged that work is required to ensure that all partners are, and consider themselves be fully, involved in the development of NHP, and not just consulted. Joint strategies are needed to market NHP both internally and externally so that both partners and other areas of policing business understand the roles they play in its delivery. To this end, a communication strategy has been written to address the many facets of this challenge and a series of NHP seminars is taking place throughout this year.

### **Areas for Improvement**

- Following the strategic force review, the role titles used by neighbourhood staff need to be uniform across the organisation. This will enable call centre and other staff to be able to readily identify who and where staff are and the local priorities for which they are responsible.
- Although action has been taken in some areas to make communities aware of their NHP teams, at the time of this assessment there was no consistent approach across the force or the pathfinder BCU. There was, for example, no information on the force website about NHP teams or how they could be contacted.
- Although the force does adopt a problem-solving approach to recurring issues at a strategic level, there is a lack of awareness and documentation of problem solving at a local level. This was highlighted during the training needs analysis as an area for development. Although some partners are already fully involved in the problem solving training currently available, there is potential for extending this approach to a wider community. Partners and the community need to be fully integrated on every neighbourhood in scanning for problems, recognising patterns and becoming involved in their resolution. A system for reviewing the effectiveness of problem-solving processes needs to be implemented. A trainer has been employed to address this issue.
- There is no force-wide system for recording problem-solving activity. Many police forces have adopted such systems so that activity can be recorded, monitored and analysed, and to enable good practice to be shared.
- Although partnership tasking and co-ordination (T&C) takes place in many parts of the

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county, there is scope for more consistent linkage to police T&C processes and more community involvement, probably at neighbourhood level. This is being developed through the PACT project.

- At the time of this assessment, the NHP model had not been fully implemented on the pathfinder BCU. No additional resources had been provided to the BCU and there were only two PCSOs in NHP roles. Although there have been many examples of good traditional community policing, key elements of the new NHP model were not in place, including regular local engagement and joint problem-solving and the systematic development of networks of key individuals in communities.
- The need for further progress in establishing highly visible and accessible NHP teams may be a factor in the comparatively high levels of concern about crime and disorder, and the comparatively low level of confidence in local police indicated by the BCS.

## 1C Customer Service and Accessibility

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

### Contextual Factors

There is a clear chief officer lead on quality of service issues, with the DCC maintaining an overview while ACC (area operations) provides the strategic and tactical lead.

The launch of the Kent Police Standard was supported by a comprehensive e-learning package for completion by all Kent Police employees. This method of training is being used to support the introduction of the Victims' Code as it is launched countywide. A number of improvements are being made to meet the requirements of the Victims' Code, with countywide implementation following a pilot run on one BCU, including enhancing IT systems to monitor service levels.

Kent Police plan to engage as phase two partners with the single non-emergency number (SNEN) initiative to further enhance customer service. Recent improvements to the accessibility of services include an updated website, online crime reporting and a communications strategy designed to improve channels through a variety of user-friendly media.

During 2005/06, BCS user-satisfaction surveys indicate that, in all indicators, the force is above or significantly above the MSF group average.

### Strengths

- The Kent Police standard provides the implementation framework for the national quality of service commitment (QoSC). In addition to internal training, over 3,000 booklets have been distributed to the public, providing clear guidance about the levels of service that should be delivered.
- Data from the force's comprehensive consultation programme is featured strongly in performance information products distributed at force, BCU, and CDRP level. Detailed analysis is undertaken regularly, with breakdown to BCU level, to identify trends, comparative performance and the underlying causes of customer perceptions.
- The emphasis on improving customer service is reflected in results: over the past two years most user-satisfaction survey results have remained above MSF group averages, particularly those relating to ease of contact and being kept informed of progress (see 'Contextual factors' above).

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- The PSD leads on assessing compliance with the QoSC, its responsibilities including the management of direction and control complaints and compliments. The results of analysis from that process and other sources, such as public satisfaction surveys, are reported to the force standards committee, at which every BCU and directorate is represented. The Kent Police Authority receives regular reports on trends and comparisons.
- The Kent Police citizens' panel is an important part of the machinery for consulting the public and assessing public perceptions. Comprising nearly 300 members, it has been developed over a number of years and has recently been expanded to better reflect the diverse communities living in the county.
- Systems exist, both at local and force level, to recognise and reward staff who provide a high-quality service. Examples include individual and team thanks, letters of recognition, file notes, commendations, honoraria awards, bonus payments and accelerated increments.

### **Work in Progress**

- Planned action to enhance customer service includes:
  - a review of Direction and Control Policy prior to the re-launch of the Kent Standard;
  - assessing the feasibility of using 'mystery shoppers' to test honesty, integrity and compliance with the Kent Police Standard;
  - a review of systems to recognise and reward staff who promote the ethos of customer service;
  - consideration of the feasibility of producing a force newspaper for the public; and
  - the translation of force publications into other languages to reach a wider audience among local communities.
- While community consultation and engagement is well established, the force recognises that there is benefit from closer engagement with young people. To achieve this, ways will be developed to consult young people more directly, through youth groups and educational institutions. Youth crime reduction officers will promote this work.

### **Areas for Improvement**

- Systems to implement and sustain the Code of Practice for Victims of Crime, piloted on one BCU, are now being rolled out to the rest of the force.
- At the time of this assessment, customer relationship management software was about to be introduced in the FCC. It will form the foundation for recording interactions with the public and will, in the future, provide an improved customer-focused service.

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## 1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

### National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

### National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

[http://inspectorates.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

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## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

Grade	Direction of Travel
Fair	Declined

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

Kent Police has historically enjoyed a strong reputation for the development of intelligence-led policing, driving sustained performance outcomes in relation to volume crime. This has included a substantial multi-agency investment in the proactive use of intelligence, analytical capability and the deployment of appropriate operational tactics through recognised NIM processes. Appropriate crime management information has been developed which is readily accessible to all personnel and partner agencies.

At a strategic level, performance in relation to volume crime is considered by the chief officer team at the Police Authority policing and performance committee, during the two-weekly chief officers' meeting, at the two-monthly force performance committee and during the weekly operations executive meeting chaired by ACC (area operations). Although the chief officer team demonstrates mutual accountability for performance in relation to volume crime, specific responsibility for this area of policing rests with ACC (area operations). Within his portfolio he has both partnership and crime reduction. There has been a recent realignment of the ownership of volume crime between the existing dedicated superintendent post, which is now responsible for volume crime investigation (see 3C 'Volume Crime Investigation'), and the chief superintendent partnership and crime reduction, who is now responsible for volume crime reduction.

This assessment is made against a background of rises in recorded crime in 2005/06 in all the main categories. Total recorded crime rose by 7%. Furthermore, the BCS suggests that the risks of becoming a victim of household or personal crime were above MSF averages in 2005/06.

The main reasons identified by the force for this rise are excellent compliance with crime recording rules and standards, some disruption caused by force restructuring, and increased accessibility to police recording systems. It should be noted that, even following these increases, crime levels in most categories are still close to MSF averages.

#### Strengths

- Following this year's National Crime Recording Standard (NCRS) compliance audit, the Audit Commission graded data quality as 'excellent' and management arrangements as 'good'. This is the third successive positive independent audit, reflecting sustained proactive scrutiny of all areas of reported and recorded crime. Investment in an

independent proactive crime and incident audit team has ensured internal challenge, expertise and guidance is available for crime and incident recording. The crime registrar takes an active role in contributing to national developments in Home Office crime recording standards.

- A reactive Gold Group approach has been adopted to emerging concerns such as the rise in violent crime identified in late 2005. The violent crime Gold Group is chaired by ACC (area operations). Members of the group are invited in recognition of their expertise in diagnosis, design, option generation, partnership and problem solving. After an action plan had been agreed, the implementation, funding, monitoring and review functions are co-ordinated by a nominated chief of staff who reports regularly to the Gold Group on progress made and any identified inhibitors to success.
- Cockpit-style dials have been developed for the information of all staff, which interpret current performance against targets and are refreshed twice daily. Monthly summary packs are produced to assess current performance against crime reduction targets. The intranet also provides comparative iQuanta datasets for the information of all staff.
- There is strong evidence of effective partnership engagement at strategic and local levels. The Chief Constable, DCC and two ACCs represent Kent Police at the Kent Partnership and its subgroups. The partnership consists of 35 representatives from a variety of sectors/agencies, including Kent County Council, District and Medway authorities, health, voluntary and commercial sectors.
- Kent has a thriving 'neighbourhood watch' in urban areas and 'country eye' caters for rural areas. Communication links are maintained through Kent community messaging, a web-based network allowing messages to be sent to users instantly via their preferred method – fax, email, text or voicemail. This allows for intelligence gathering as well as the dissemination of messages.
- Although the need for stronger engagement within NIM processes has been recognised by the force, partnership activity is strong and CDRPs are well developed. At BCU level there are many examples of effective joint target setting to address issues of local concern. Intelligence and information sharing protocols are effective. Each BCU within Kent has a jointly funded crime and disorder intelligence analyst (CDIA). Each CDIA receives the same training as BCU intelligence analysts, and several are co-located within crime reduction and partnership units; the protocols for tasking their services are consistent.
- Over the last 18 months, partnership funding has supported multi-agency projects to reduce crime and disorder. Of particular note is the safer socialising partnership and award schemes being funded, developed and mainstreamed around the county, a national first for Kent Police and its partners.
- All Kent policing areas have trained dedicated crime reduction, youth crime reduction and architectural liaison officers, with 'heads of profession' based at police headquarters. There is a clear and demonstrable commitment to local police/partnership engagement in these specific areas of activity.

## **Work in Progress**

- As a result of concerns in relation to the accuracy and relevance of the BCS, during 2005/06 the force, working with the Kent Partnership, implemented its own crime and victimisation survey. It relies on a much wider representative sample and is more sophisticated in the way it measures perceptions of crime and disorder. It provides improved data quality using the standards of the BCS but broken down by force, BCU and CDRP, resulting in far greater reliability.
- There is a good record of reviewing policing initiatives to consolidate best practice and to identify learning opportunities. A review of the realignment of BCUs has identified an opportunity to involve statutory and business partners more consistently across the county in joint partnership tasking and co-ordinating within the NIM framework.

## **Areas for Improvement**

- There has been some difficulty in sustaining the resource and skills levels needed to service BCU tactical plans and to provide consistent positive outcomes. The force needs to build on resource allocation systems, critically review its volume crime processes, identify skills gaps, and ensure that adequately skilled and experienced resources are developed to provide sustainable solutions.
- Analysis of Kent police's sanction detections reveals a substantial and significant increase in the use of penalty notices for disorder (PNDs). An increased use of this disposal option has generated an associated increase in recorded crime. A more integrated approach may be needed to the use of this tactic to ensure that the increase in sanction detections is balanced against the aim to reduce volume crime.
- Volume crime is a standing agenda item for consideration during chief officer meetings. The force hosts performance management meetings every six weeks, which are either chaired by the Chief Constable or the DCC. There is scope, however, for further development of the performance regime to ensure that those responsible for reducing volume crime on BCUs are more visibly and regularly held to account for their contribution to both force and CDRP performance (see 7B 'Performance Management and Continuous Improvement').
- The key to achieving volume crime reduction is the adoption of recognised NIM processes. Strategic and tactical assessments and control strategies require more frequent review to ensure that prevention, enforcement and intelligence activity to combat volume crime is regularly reassessed in the light of changing circumstances.
- Over 600 members of CDRPs and non-statutory bodies have recently attended multi-agency problem-solving training sessions hosted by the force. There are many good examples of crime and disorder problems being tackled successfully through joint action. This important work would benefit, however, from a corporate system to promote consistency in the recording of problem-solving activity and to enable good practice to be shared.

### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Fair	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

#### Contextual Factors

The response to critical incidents and major crime has recently been subjected to a comprehensive review as part of the 2015 change management programme. The findings have revealed that, in order to deliver both capacity and capability in relation to delivering protective services to a national standard, without regular abstraction of resources from BCUs, significant growth in specialist resources will be required. It is planned at achieve that growth over the next two years.

Currently the force has a dedicated investigation team to fill the key roles in a professional response to homicides, kidnaps and other major crimes. The major crime department (MCD) appoints a senior investigating officer (SIO) to all category A and B homicides, and the investigation teams comprise a mix of MCD and BCU staff. Category C homicides are generally investigated by BCU staff with MCD support. The ACC and detective chief superintendent (central operations) lead on major crime. A dedicated detective superintendent and four experienced SIOs (DCIs) lead a well-resourced and trained team, with two major incident room (MIR) sites at West Kent and East Kent, and provide mentor support to BCU senior detectives.

Major crime is included within the force strategic assessment, which clearly identifies precursor events to homicide, including drug-related crime, gun crime and violent crime. Approaches to combating these crimes are then included in the force control strategy, and the strategic intelligence requirement and tasking and co-ordinating processes.

#### Strengths

- Kent Police has efficient processes in place to identify, assess and deal with potential harm and critical incidents effectively. There are clear links between the identification of risk at both strategic and local community levels, supported by appropriate intelligence and problem-solving processes within the NIM framework.
- The force recognises its responsibilities in relation to investigating deaths which are not, upon initial assessment, obvious homicides. Operational policies have been developed to ensure that any such cases are subject to proportionate investigative scrutiny and review.

- A comprehensive structured approach has been developed for the continual inspection and review of the response to major crime, which is compliant with major incident room standardised administrative procedures (MIRSAP), including the detailed consideration of risks. A dedicated review team has been established to undertake cold case reviews and thematic inspections. All major crime operations are subject to a formal debrief, with identified good practice being promulgated for organisational learning.
- The current major crime investigation model has the operational capability and capacity to meet the investigative demands of critical incident and major crime investigation. Although reliant on abstractions from BCUs, it provides strategic and local command resilience, having adequate appropriately trained and accredited specialists. Front-line officers are trained in initial crime scene management and are further assisted by the availability of updated operational contingency action plans.
- The ability to respond to exceptional demand was thoroughly tested by a multi-million pound robbery investigation early in 2006. The force relied predominantly upon in-house assets to progress the enquiry, which moved quickly to recover stolen property and to identify, arrest and charge a number of suspected offenders. A review of the investigation to date has shown that, in spite of the large-scale abstraction of staff from BCUs, there was appropriate and effective collaboration, and resilience in relation to the conduct of other major crime enquires with limited disruption to core policing activity.
- Kent Police leads multi-agency contingency planning for major incidents. Chief officers play a leading role in the Kent resilience forum, established to provide multi-agency contingency planning for incidents of exceptional demand, which also links into the regional resilience forum.
- The identification of community tension and risk is embedded within the Kent Police culture and there are many good examples of timely intervention to reduce tension. Community impact assessments are conducted following all major crimes, and consultation with minority groups and communities forms a fundamental part of the process. The force has established IAGs and internal support and action groups who provide advice and challenge to internal policies and the conduct of investigations.

### **Work in Progress**

- Additional resources are required within the MCD if it is to meet its terms of reference without continued reliance upon abstractions from BCUs. Growth plans and funding have been agreed by the Police Authority, which will significantly increase the ability to respond centrally to critical incidents and major crime. The force needs to monitor and review the associated implementation plan to ensure that centralised recruitment does not denude detective skills at BCU level.

## Areas for Improvement

- Kent Police need to review the response to rape and other serious sexual offences. Currently, there is no corporate or consistent approach to rape investigation throughout the county.
- While the reactive response to critical incidents is effective, a policy review is required in relation to critical incident management which should develop the ability to identify emerging incidents and introduce preventative strategies. This will be achieved by improving the relationship between the community liaison and force intelligence departments, developing risk assessments and ensuring appropriate training is delivered to FCC staff, supervisors and front-line officers.
- Although there is clear evidence that the reactive response to homicide and other major crime is efficient and effective, a deeper understanding of the causal factors which lead to such offences is needed in order that an effective proactive major crime reduction strategy can be developed through the use of established NIM products, eg victim and situational or geographical profiles.
- Kent Police acknowledges the added value that community and cultural awareness adds to investigative strategies. Evidence has been provided of isolated incidents where an officer's sexuality or race has been recognised and used to assist investigations. The force should build on this investigative opportunity by conducting a cultural audit of all employees and by developing a cultural and community resource base which may be utilised for wider policing activity.
- Although it is recognised that processes are in place to collate, analyse and action intelligence relating to community tension, further development in this area will identify the potential for future critical incidents. Specifically, the force should develop key individual networks (especially in relation to distinct communities) and establish formal protocols with the IAG in relation to their engagement in planning and developing policy, responding to critical incidents and preventing major crime.

## GOOD PRACTICE

<b>TITLE: Operation SQUIRREL- Kidnap Investigation</b>	
<b>PROBLEM:</b>	
On 26 October 2004 a report was received that an Asian male had been kidnapped and was being held hostage. The offenders were trying to secure a ransom in exchange for his release. The hostage was forced to make contact with several Asian friends including his brother in Morocco to provide the £30,000 ransom.	
<b>SOLUTION:</b>	
Following the report, the 'on call' protocols were instigated and a trained SIO instigated a kidnap crime in action investigation. National Criminal Intelligence Service, National Crime Squad and HM Immigration Service assisted and supported the SIO throughout	

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the investigation.

An intelligence cell was attached to the investigation including fast-track research capability, dedicated analytical support and a telephony single point of contact.

The victim and offenders were from the Asian community and to assist with language and cultural issues, the internal Kent Minority Ethnic Police Association were consulted and Asian officers were attached to the investigation

**OUTCOME(S):**

A comprehensive community impact assessment was conducted and consultation took place with the Racial Equality Council, the local Member of Parliament, key opinion formers within the community, religious elders of the temples and police representatives.

The intelligence collection plan revealed that this kidnap was one of a series committed by Asians within the community, which had resulted in families paying the ransom and not reporting to police. Part of the community consultation strategy focused upon providing reassurance to the community to report such crimes and thereby reduce the risk of further victims.

Some 15 offenders were subsequently charged and subject to a series of separate court trials. The investigation was commended by the Judge.

Kent invited the National Police Centre for Excellence to formally debrief the operation and best practice and learning points have led to Kent officers taking an active part in national kidnap and extortion training. Internally, further training and awareness has included front line officers and Force Communication Centre staff, since they could be the first point of contact.

**FORCE CONTACT:** Vicki.harrington@kent.pnn.police.uk

### 3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

#### Contextual Factors

Kent acts as the UK's principal 'Gateway to Europe', which presents unique challenges in relation to tackling serious and organised criminality. The Channel Tunnel and ferry ports are frequently used by asylum seekers, illegal immigrants and international criminals who engage in various types of trafficking. Additionally, Kent borders London, Surrey and Essex, generating further intelligence in relation to cross-border level 2 criminality.

In 2005/06 life threatening and gun crime rose 13%, although it remains in line with the average performance of the MSF group. The BCS reveals that public perceptions of the levels of drugs dealing and being a victim of violent crime have increased and are higher than averages within the MSF group.

In early 2006, the force experienced the largest (£53 million) robbery in the UK and had to rely heavily upon resources within the specialist operations department supplemented by significant abstraction from BCUs. The re-prioritisation and effective mobilisation of resources, however, enabled the robbery to be investigated successfully without detriment to a number of other level 2 operations and investigations.

#### Strengths

- ACC (central operations) provides a strong chief officer lead for serious and organised crime, ensuring that internal structures are NIM compliant. Serious and organised crime is considered effectively in force strategic plans, the strategic assessment and the control strategy.
- An important contribution has been made to the national strategic assessment and the UK threat assessment of organised crime which, in turn, have been used well in formulating local strategies; particular attention being paid to trafficking in class A drugs and violent crime.
- The force strategic assessment ensures focus on the investigation, analysis and assessment of organised crime and other criminal networks. The principal analyst has developed a suite of harm indicators to aid the focusing of proactive work. This points-based matrix scores the individuals on their impact on criminality within communities – the more significant the crime the higher their scores – and their vulnerability to disruption.

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- Working relationships are being established with the Serious Organised Crime Agency (SOCA), the United Kingdom Immigration Service (UKIS) and HMRC, and evidence has been supplied of several successful multi-agency operations.
- A recent review has shown that good use has been made of central funding to tackle organised immigration crime; the force is recognised as the regional lead in this area.
- The asset recovery strategy is well developed, resulting in Kent being one of the best performers nationally and leading within its MSF group. There is clear evidence of the effective use of the Proceeds of Crime Act, including effective collaboration with UKIS, HMRC, Interpol and other international investigative agencies.
- A specialist operations performance programme has been developed to measure performance over the 3–5 year business cycle. It outlines milestones and progress for each department. It is reviewed by formal quarterly returns to evaluate progress and to plan future activity.
- Investigations and operations are appropriately debriefed to identify learning opportunities and best practice for the future.
- Effective homicide prevention and witness protection policies have been developed and implemented, which assess risk and inform 'Osman' decision-making.
- Good systems have been developed to collate intelligence on level 2 criminality that could have a major impact on the wider community. A direct consequence of this focus is the addition of new crime areas to the force control strategy for 2006/07, such as organised vehicle crime and distraction burglary.
- The serious crime unit (SCU) is supported with appropriately researched and analysed intelligence packages relating to level 2 criminality from both the force intelligence bureau (FIB) and BCU intelligence sources.
- SCU investigations also benefit from good working relationship with the two designated level 2 lawyers in the Crown Prosecution Service (CPS).

### **Work in Progress**

- The ability of Kent Police to respond to, and sustain, a quality investigative response to major, serious and level 2 organised crime has recently been reviewed as part of the 2015 change programme. It has been identified that to meet the standards expected in a strategic force, further investment has to be made in this area of policing. This is planned over the next two years.
- The department is developing working relationships with partner agencies and other police forces. Cross-border operations are conducted within a formal partnership framework based on protocols and memorandums of understanding in relation to roles, responsibilities and expectations. These include the consideration of any dynamic cross-border firearms responses, and the requirement to gather and share intelligence.

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- SCU assets are tasked through the force level 2 tasking and co-ordinating group as part of the NIM process. Chaired by ACC (central operations), the meeting considers both covert and overt operational priorities. The process is being developed to ensure that level 2 resources support both central and local activity in line with the force control strategy.

### **Areas for Improvement**

- Although there have been several successful joint operations, further engagement with partner agencies and neighbouring forces is needed to develop formal protocols for more regular intelligence sharing.
- The effectiveness of the regional intelligence group has been hampered by the lack of a regional intelligence unit, a gap now being addressed. The process (including administration, intelligence-sharing protocols and analytical support) needs commitment from all forces in the region. Further consideration should also be given to effective arrangements with forces outside the region, especially Essex and the Metropolitan Police Service.
- Although the force level 2 tasking and co-ordinating process is strong, it could become more dynamic in relation to combining BCU and specialist operational resources to tackle level 2 criminality.
- Further work is needed on the development of a framework for measuring and subsequently benchmarking performance in relation to tackling serious and organised criminality.
- Consideration should be given to developing analytical products which will assess how level 2 policing activity affects level 1 criminality in order that preventative strategies can be developed.

### 3C Volume Crime Investigation

Grade	Direction of Travel
Fair	Improved

#### National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

#### Contextual Factors

This assessment is made against a background of a 7% rise in total recorded crime in 2005/06 and a 25% increase in total sanction detections.

The Audit Commission has assessed both the quality and accuracy of crime recording data, and to what level management arrangements are compliant with the NCRS. During 2005/06 the management arrangements were graded 'Good' and data quality was assessed as 'Excellent', continuing Kent's strong record in this important area.

Sanction detections performance was reviewed in late 2005 and a recovery plan was developed, owned and driven by ACC (area operations). Key features of the recovery plan included the appointment of 'volume crime and criminal justice champions' and the examination of investigative processes. Follow-up action has led to improved sanction detection performance.

Full implementation of statutory charging in May 2004 had impacted on the force's ability to achieve sanction detections in the short term. Kent Police worked in partnership with the CPS to address this issue and agreed jointly owned sanction detection targets. Criminal justice (CJ) processes are well developed and guidance is available to all staff in relation to CJ policy on the force's intranet system. All policies are regularly reviewed and updated.

Volume crime issues are appropriately considered within strategic assessments, control strategies and business planning. T&CG processes, both at BCU and force levels, are supported by high-quality analytical products which assist in matching resources to prioritised intelligence packages. Central resources, including covert surveillance teams, are appropriately tasked to support BCUs with identified volume crime issues.

In 2005/06 the sanction detection rate for total crime was 23.7%, an increase of just over three percentage points from the previous year and just above the MSF average. The sanction detection rates for most of the main crime types showed similar improvements but remain a little below MSF averages for domestic burglary, vehicle crime and violent crime.

#### Strengths

- The ACC (area operations) is directly responsible for investigative performance and is accountable to the two-monthly force performance committee, chaired on occasions by the Chief Constable. Every month he meets BCU commanders, enabling frank

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discussion and direct accountability. He also holds a weekly executive meeting with key performance managers (see 7B 'Performance Management and Continuous Improvement').

- ACC (area operations) works in partnership with the chief crown prosecutor and together they have developed and undertake local BCU inspections, during which systems are critically examined and actions generated to improve investigation and prosecution processes.
- As part of the detections recovery plan implemented in early 2005, significant changes to working practices were made at two key BCUs, North Kent and Medway. These interventions resulted in significant increases in sanction detection performance at both BCUs and made a very positive impact at force level. There was a 25% increase in total sanction detections, and 23.5% of offences were brought to justice during 2005/06 (in line with the MSF group average).
- A detective superintendent has been appointed as a force champion with respect to sanction detection performance, providing support and guidance to key managers at both BCU and force level. He leads a small team of experienced detectives who have been deployed to assist key BCUs.
- For the third successive year, the force has been highly graded following Audit Commission scrutiny of NCRS compliance ('excellent' for data quality and 'good' for management arrangements). A robust force crime registrar and a team of experienced auditors conduct a wide-ranging internal audit programme that includes reviewing all 'no crimes' and 'reclassifications'. Thematic audits are also undertaken, covering specifically defined areas such as burglary and PND detections.
- Very effective and robust T&CG processes, at both force and BCU levels, build upon good-quality NIM products made possible by significant investment in analytical capability. BCUs are able to access a range of overt/covert central resources to support level 1 volume crime initiatives through the force T&CG process, which is chaired by ACC (central operations).
- The introduction of a dedicated automatic number plate recognition (ANPR) co-ordinator and a focus on denying criminals the use of key roadways has seen a widespread deployment of ANPR across the county; mobile units being used where fixed sites await implementation. ANPR intelligence supports the T&CG process at both BCU and force level. Plans are being developed to ensure that any opportunities from the proposed national data warehouse are fully exploited.
- Good use has been made of opportunities to disrupt criminal activity through the use of powers under the Proceeds of Crime Act. Training at force and BCU level, single points of contact on BCUs, significant investment in a dedicated financial investigation unit and joint seizure/forfeiture targets with the CPS have seen Kent maintain one of the highest seizure rates nationally. The strategic working group (which includes CPS representation) meets regularly to identify ways to drive this issue force wide.

## **Work in Progress**

- The force has recognised the adverse impact on volume crime performance of abstracting BCU investigators to work on major crime investigations. Plans and funding to rectify this problem have been approved but will take two years to be implemented.
- A progressive police force in relation to investigative interview training, Kent has adopted and implemented the new five-tier investigative interviewing strategy. It is also represented on the national steering group. A dedicated 'professionalising the investigative process' (PIP) implementation manager is working to ensure full PIP compliance at the earliest opportunity. The force has already developed an innovative tactic for delivering PIP level 1 accreditation for all probationary officers through the Operation Damocles initiative. It also undertakes effective training needs analysis through BCU training panels and the force training board (FTB), which is chaired by ACC (P&T).

## **Areas for Improvement**

- While investigative performance as reflected by the sanction detection rate is just above the MSF average, it relies more heavily than most forces on detections from fixed penalty notices. Although the current performance regime exerts subtle influence, a more regular, formal and high profile process of accountability for BCU commanders for volume crime investigation should be considered (see also 7B 'Performance Management and Continuous Improvement').
- Although the force has shown an ability to respond to deteriorating performance and reactively rectify problems, it should follow NCPE guidance and create a consistent force-wide volume crime strategy, incorporating current good practice which can be regularly reviewed and developed.
- A key role in delivering effective BCU volume crime performance is the area crime management unit (ACMU) detective sergeant or supervisor. On some BCUs there are high rates of turnover in these roles, preventing development of the necessary skills and expertise. BCUs need to ensure continuity to maximise performance opportunities.
- Although there has been a good record of NCRS compliance, a detections audit carried out this year found several areas for improvement in compliance with the counting rules for sanction detections. The overall grading was 'fair'.

### 3D Improving Forensic Performance

Grade	Direction of Travel
Good	Improved

#### National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

#### Contextual Factors

Good evidence has been provided of the sustained development of forensic services over the past 12 months. The force has recently been tested in relation to its ability to investigate a large major enquiry (the largest cash robbery within the UK) while continuing to deliver efficient and effective core forensic services. Forensic support has been able to meet the challenge, with customer perceptions of forensic investigation showing year-on-year improvement. During a recent BV review, independent consultants found the department to have the third most favourable customer perceptions out of 19 services scrutinised.

A number of key funded initiatives intended to deliver continued improvement are being developed, including implementation of a comprehensive training regime, a new performance management system, development of a new shoe mark system and the transition to a 100% digital capability. In order to deliver these new initiatives, over £3.5 million of additional investment has been allocated to forensic services.

The forensic strategy has led to an increase in forensic-led detections. Further consideration of how forensic support can maximise level 1 performance has led to the realignment of forensic services within the area operations directorate. New initiatives are being developed, including a national pilot with ACPO and the Police Scientific Development Branch (PSDB) to determine best practice for Project Skiddaw (electronic delivery of scene marks) and a trial with local trading standards departments to assist in the early arrest of criminals involved in counterfeiting.

The forensic services performance review process has identified further areas for improvement, including shoe mark recovery and replicate DNA samples. Fingerprint recovery has also been reviewed, leading to the development of a new fingerprint retrieval policy which is intended to ensure that there is a reduction in the submission of unproductive marks.

#### Strengths

- There is a strong chief officer lead on forensic management, forensic performance being a key consideration at the performance management committee and force planning committee. ACC (area operations) has the strategic lead and formally discharges this responsibility as chair of the forensic steering group.

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- Good use is made of management information to improve forensic performance. National fingerprint board data shows that Kent has consistently been above MSF averages for 11 of the 14 process performance indicators.
- The fingerprint bureau and chemical treatment unit are now ISO 9001 accredited, with the crime scene investigation (CSI) function and photographic and imaging unit on an accreditation pathway. It is anticipated that all departments within forensic services will become ISO 9001 accredited during 2006/07.
- High-quality training for staff is delivered internally at bespoke forensic training facilities. The force has worked in partnership with Canterbury Christ Church University to agree joint training and shared working arrangements, including access to laboratory facilities. Training will be accredited to national occupation standards, resulting in recognised academic qualifications for practitioners.
- In partnership with an external supplier, the department has developed an innovative intranet-based shoe mark system. The system has the potential to significantly increase forensic evidence retrieval from shoe marks and has been evaluated by other forces.
- As a result of a regular review of forensic finances, opportunities have been identified to improve efficiency and reduce costs through competitive tendering. Kent has recently entered into a collaborative forensic tendering process with Sussex Police.
- The digital forensics unit has developed a comprehensive selection, recruitment and development plan for digital forensic analysts, which has been recommended as a template by the National Specialist Law Enforcement Centre (NSLEC).

### **Work in Progress**

- The force has recognised the need to acquire a forensic management tool which will provide a seamless 'cradle to grave' performance management regime. It will, therefore, seek to implement a new forensic IT system incorporating full electronic crime scene working and a management system to improve performance, efficiency and effectiveness.
- Dialogue with other police forces has led to a business case for a dedicated investigating officer to be seconded to forensic investigation to scope the benefits of adopting national best practice principles to improve the number of secondary forensic-led detections.

### **Areas for Improvement**

- In order to gain full benefit from the implementation of the new shoe mark system, action is needed to increase the retrieval of shoe marks from crime scenes.
- The force should seek to reduce its replicate rate for DNA samples in line with ACPO guidelines and adopt recognised best practice in other forces.

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- There is potential to improve current performance in terms of fingerprint recovery from crime scenes by complementing the current emphasis on quality with greater quantity with regard to certain priority types of crime.

**3E Criminal Justice Processes**

Grade	Direction of Travel
Good	Improved

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	15	27	1

**Contextual Factors**

Kent Police was one of the 12 pilot forces for the statutory charging process. The DCC is well placed to provide a strong lead on CJ issues, being the chair of the KCJB, and actively involved with the ACPO/CPS disclosure project board, the ACPO criminal justice business area, the CPS charging programme board and the Office for Criminal Justice Reform (OCJR). Chief officers play leading roles in the local criminal justice board (LCJB) supported by a chief superintendent who chairs the board's action group. The force has provided good evidence of inter-agency policies, protocols, plans and service level agreements, with additional evidence of robust monitoring and review arrangements.

Internal monitoring provides daily update on the number of offences brought to justice (OBTJ). In 2005/06, the county was required to achieve 27,568 OBTJ, an increase of 11% on its baseline. During the year, 34,557 offences were brought to justice, a 19% improvement and significantly more than the target set. The target to reduce ineffective crown court trials was met and exceeded while the magistrates' court trial target was missed by 2.9 percentage points. The number of outstanding warrants was reduced to 759 and was better than the target of 785 set. The average time taken from arrest to sentence for persistent young offenders varied from 62 to 78 days.

**Strengths**

- There is strong representation and interest shown in CJ matters by the chief officer team. The DCC, who leads at strategic level, is well placed to do so, given his prominent national role.
- Kent Police enjoys good working relationships and effective collaboration with partners within the CJ system at strategic and operational levels.
- CJ processes and service improvement plans are considered within a comprehensive performance framework. Meaningful joint targets are set for all the main areas of business (including targets relating to PNC inputting, bail, warrants and asset confiscation). Performance against targets is continuously monitored and reviewed.
- Quality assurance (QA) of criminal justice processes has been enhanced and is now supported by joint performance inspections conducted by ACC (area operations) and the chief crown prosecutor. Both agencies now have joint ownership of sanction detection and offences brought to justice targets.

- The force conducts joint police/CPS inspections to quality assure standards of compliance with the ACPO manual of guidance and the Attorney General's guidelines. This involves the random inspection of case files, which often generates recommendations for improvement for both agencies.
- Investment has been made in the recruitment of dedicated case progression officers (CPOs) who work in partnership to deliver effective trial management. Protocols have been agreed with all CJ agencies regarding the CPO role. This initiative has led to a significant improvement in the speed of processing persistent young offenders (see 'Contextual factors' above).
- The force has a number of dedicated investigative advisers who work in close collaboration with the Head of the CPS trials unit, ensuring that any identified opportunities for improvement are implemented. There is also clear commitment to working in partnership with other agencies to deliver the effective trial management programme (ETMP).
- Each custody centre has an investigative team and access to a 'Glidewell unit'. This has been further enhanced by developing 'evidence review' and 'gate-keeping' functions, ensuring quality investigations and the efficient management of statutory charging. Early case assessment prevents unnecessary work and reduces officer time in custody.
- Kent Police fully complies with the national requirements of the witness and victim experience survey (WAVES). This is a partnership initiative between the police and CPS, with results and findings discussed at the victims and witnesses sub-group of the KCJB where good practice is identified and cascaded to witness care teams.
- The force has recently reorganised structures for the management of PNC performance. A chief officer lead for PNC has been responsible for compliance and has driven through improvements in performance. In 2005/06, the inputting of arrest/summons data and court results was generally in line with, or close to, national targets.

## **Work in Progress**

- The CPS acknowledges that, although the quality of file submission has improved, the timeliness of the submission remains an issue. Recently formed multi-agency local performance groups are working together to achieve mutually agreed targets in all the key performance areas.

## **Areas for Improvement**

- The force should capitalise on its good relationships with partner agencies and utilise the local performance groups and supporting data to further improve the quality of cases and the time it takes to bring offenders to justice.
- The force has restructured from nine BCUs to six. New opportunities arising from co-terminosity and better working relationships with the CPS and CJ partners on shared

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sites are now apparent. This work should be progressed to maximise benefit in terms of greater resilience and efficiency.

## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

#### Contextual Factors

Chief officer strategic leadership for anti-social behaviour (ASB) reduction is explicit and is overseen by ACC (area operations), who has line management responsibility for the partnership and crime reduction department, headed by a chief superintendent and part-funded by Kent County Council (KCC). In addition, an inspector is attached to KCC with responsibility in relation to the local area agreement (LAA) performance targets. Kent police has enjoyed a strong reputation for intelligence-led policing, driving positive performance outcomes in relation to crime. This approach is now being utilised to tackle ASB and includes the development of intelligence products, analytical capability and the effective deployment of police and partnership resources. ASB is a key component of force and BCU level strategic and tactical assessments and control strategies. The strategy has resulted in a range of groundbreaking and innovative activities and joint-working arrangements.

Since the last assessment, a force review has led to BCU and CDRP boundaries becoming coterminous. The appointment of chief inspectors to positions with geographical responsibility for CDRP areas should ensure continuity of leadership, clear lines of communication and shared responsibility for performance in tackling ASB in neighbourhoods across Kent.

The headquarters Partnership and Crime Reduction Department fulfils a valuable role in terms of policies, corporate products, the sharing of good practice, accessing funding and county level coordination. This work has been crucial to Kent Police, developing some innovative ASB products and initiatives.

During 2005/06, BCS fear of crime surveys indicated that Kent residents have a higher than MSF group average fear of ASB, burglary, drug use, vehicle crime and violent crime. These results are disproportionate to actual levels of recorded crime.

#### Strengths

- The Chief Constable, DCC and two ACCs all play key roles in representing the Kent Police at the Kent Partnership and its three subgroups. Partner agencies speak highly of

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the commitment and effectiveness of chief officers at the strategic level and BCU commanders' involvement in CDRPs.

- The strategic assessments at force and BCU level evaluate the volume and impact of ASB every six months, recommending a control strategy appropriate to the BCUs individual crime profile. While allowing local variation, they include violent crime, criminal damage and ASB. These issues are then regularly reported on, and hotspots identified, in the two-weekly tactical assessments.
- Kent Police measures ASB in a thorough and sophisticated way, aided by a detailed breakdown of ASB incidents from command and control incident logging. The resulting data and information provides the basis for the development of intelligence profiles and effective interventions. Good use has been made of the whole range of legislative and other tactical options.
- Each BCU has a dedicated CDIA. They are often co-located within CDRP units; the protocols for tasking their services are consistent.
- In some areas, partnership activity co-ordinating groups (PACGs) feed directly into the BCU T&CGs, which meet two-weekly. These groups are made up of partner representatives, who vary according to local need, e.g. coastal and rural areas might have Maritime and Coastguard Agency representation, and town centre groups might have a representative from the street cleansing management team.
- Strategic level co-ordination of ASB within the KCJB ensures consistency of approach of ASB cases within the CJ system. This process is helped by an 'expert practitioner' in the Home Office's 'Together Campaign' and a CPS specialist ASB prosecutor for Kent.
- Strategic-level co-ordination of social housing providers is achieved through the Kent and Medway registered social landlords ASB group. Quarterly meetings to discuss case law and emerging good practice assist practitioners working in some of the county's most deprived neighbourhoods. Successes include the use of dispersal orders, Anti-Social Behaviour Orders (ASBOs) and crack house closures.
- Kent has many partnerships established which work specifically towards reducing ASB. Operation Excalibur targets ASB during specific times of the year, e.g. around Halloween and Bonfire Night, and in the run-up to Christmas. This is a multi-agency operation, which includes, among many others, Kent Fire and Rescue, Trading Standards, the RSPCA, British Transport Police, Kent Wildlife Trust, the Maritime and Coastguard Agency and registered social landlords.
- Multi-agency initiatives that make use of specialist PCSOs include:
  - The joint family management programme, which involves social, health and education services in work with families who are causing ASB problems; and

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- The Kent and Medway resettlement programme, a scheme that tries to avoid repeat offending by working with offenders as they are reintroduced into their communities.
- Other successful multi-agency initiatives include:
  - Rural and environmental partnership working, which helps tackle ASB issues such as animal nuisance, fly tipping, nuisance marine craft, damage to heritage sites by off-road vehicles, etc;
  - Operation CUBIT: work with local authorities to remove abandoned/untaxed vehicles from the street – now extended to include environmental street cleansing; and
  - The Kent Coastal Network – over 40 statutory, voluntary and business organisations that co-ordinate their services along the 240 miles of coastline.
- The Kent community accreditation scheme is well underway, with many wardens already accredited. The accreditation of other personnel is also in progress. Kent Police shares a training facility with Kent County Council, allowing the effective training of wardens and other personnel. Safer Socialising Awards are also in place, which accredit licensed premises as part of the business crime initiative, the aim being to improve public safety and feelings of safety.
- Over the last 18 months partnership funding has supported many multi-agency projects to reduce crime and disorder. Of particular note is the safer socialising partnership and award schemes being funded, developed and mainstreamed around the county, a national first for Kent Police and its partners.

### **Work in Progress**

- Kent CADDIE (Crime and Disorder Data Information Exchange) is a web-based crime and disorder auditing system for partners and the general public to map and profile problem areas. It is fed into by Police, Fire and Rescue and the Ambulance Service, and is being extended to include other agencies in the near future with the launch of CADDIE 2 (Kent crime view).
- To ensure a consistent approach to the delivery of the ASB strategy, it is planned to appoint ASB champions on each BCU/CDRP.
- Building on the excellent, established partnership arrangements, work is now underway to encourage partners to engage more actively and robustly in the NIM process in relation to ASB reduction. This challenge applies equally to business partners, e.g. with regard to the day and nighttime economies, as it does to public sector partners in fulfilling their responsibilities in relation to partnership problem-solving.

### **Areas for Improvement**

- In those areas where public safety units have been set up, they are still not consistently engaging with the developing neighbourhood policing teams. It is planned to work with the NHP programme to develop community agreements to tackle ASB.

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- Further development of ASB and problem-solving training for police and partner agencies is needed, including those engaged in NHP. A corporate model should be adopted to promote consistency in the recording of problem-solving activity and to enable good practice to be shared.
- In three areas, co-located public safety units are claimed by some in the force to make partnership tasking and co-ordinating unnecessary. It is important that the way such units prioritise their use of resources is integrated with wider tasking and co-ordinating processes.
- In spite of wide-ranging action by the force and its partners, public perceptions of ASB as measured by the BCS remain significantly high and the force is at the bottom of its MSF group. Other fear of crime indicators also reveal comparatively high rates of public concern (see 'Contextual factors' above). The Kent crime and victimisation survey, introduced in 2005/06, interviewed over 4,000 residents. The datasets provided will allow more detailed assessment of the causes of public perception as a precursor to action to reassure communities.

#### 4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

#### National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

#### Contextual Factors

The restructuring of the force's special investigation units (SIUs), following the recommendations of the Victoria Climbié inquiry, took place during 2004/05. The Kent Police Authority has invested in substantial funding to improve this high-risk area of business (£2.4 million). The changes have created a defined structure led by ACC (central operations), supported by a detective superintendent head of profession. Each BCU now has established SIUs that are able to respond to alleged offences committed against vulnerable people.

Child protection procedures agreed by the two area child protection committees (ACPCs) in Kent and Medway are fully compliant with the NCPE investigative guidance. These comprehensive procedures and further guidance on all matters related to child protection are published on the joint ACPC website.

ACC (central operations) has lead responsibility for public protection. The operational lead for level 3 MAPPA is a detective chief inspector co-located with the probation service. The

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police and the probation service jointly chair the level 3 MAPPA board. Identified risks are managed within the established NIM processes.

The relationships enjoyed by Kent Police and partners across the various disciplines within the SIUs have enabled excellent partnership working at both local and strategic levels across Kent and Medway. This is particularly true in the management of dangerous, violent and sex offenders, which has resulted in the obtaining of 57 Sexual Offence Prevention Orders (SOPOs) since 2004. The relationship between the force and key agencies is formalised by agreed protocols and memoranda of understanding that are subject to regular review. Together with partner agencies, the force has successfully investigated a variety of complex major crimes.

### **Strengths**

- Dedicated well-resourced SIUs with trained and experienced staff exist on each BCU, responding to the needs of vulnerable victims, complemented by a dedicated unit at headquarters that provides a strong strategic lead, co-ordination, performance monitoring and support.
- Each BCU can rely on dedicated SIU supervision and risk assessment for child protection, adult protection, domestic violence and public protection matters. Well-resourced child protection teams have been established within the SIUs on each BCU.
- All SIUs have access to the Violent and Sex Offenders' Register (ViSOR) to assist in the registration, risk assessment and management of potentially dangerous offenders.
- Training is delivered to ensure that specialists and core response officers are aware of their roles and responsibilities in relation to protecting the vulnerable, including the use of police protection powers. Policy and guidance are readily available on the intranet.
- Effective information-sharing protocols have been developed with partner agencies, covering issues including access to fast-time intelligence and third-party disclosure. Staff are encouraged to challenge other agencies at joint partnership meetings if they identify any areas of professional concern.
- Improvements have been made in domestic violence and child abuse data management by recording and back-record-converting all offenders, suspects and child protection referrals within the force crime intelligence/recording system.
- The force is developing its capability to protect vulnerable adults and has recently successfully prosecuted several individuals who have targeted the elderly and those suffering from learning disabilities.
- The Kent and Medway domestic violence (DV) strategy group has developed a multi-agency strategy to ensure a co-ordinated approach, including a positive arrest strategy. DV is incorporated in the central operations business plan, with clear objectives for arrests and reduced repeat victimisation. The strategy group is supported by a jointly funded co-ordinator who is based within the headquarters' SIU.

- Co-location with the probation service and dedicated analytical resources have helped to provide the effective management of potentially dangerous offenders under MAPPA. The Kent response to MAPPA is firmly based within NIM processes.
- Communication and marketing of SIU roles and responsibilities has been effective, both internally and to key partner agencies.

### **Work in Progress**

- An increase in reported DV includes significant repeat victimisation. DV is a priority issue for consideration by the force's violent crime Gold Group (see 2A 'Volume Crime Reduction'). Each BCU has been required to devise an action plan which focuses on reducing repeat victimisation and the identification of prolific offenders.
- Development of the DV repeat victimisation strategy is continuing, including building relationships with CPS specialist lawyers and seeking support for the development of DV specialist courts.
- A management framework which uses a range of quantitative and qualitative assessments needs is being developed as the basis for judging performance and informing improvement. Although some audits have been carried out within certain public protection disciplines, a more generic and structured approach is being implemented in 2006/07. It covers supervision, audit and quality control of recording, incident attendance and investigation across all public protection activity.

### **Areas for Improvement**

- Although practitioners engaged within public protection regularly meet with supervisors across the range of public protection disciplines, a more formal written accountability framework should be developed which clearly defines the lines of strategic and operational responsibility from practitioners through to the chief officer lead.
- The joint response to level 2 offenders should be developed to ensure that there is consistency and an effective roll out of new processes that have been piloted as part of the level 2 remodelling process.
- The response to reports of missing persons needs to be developed to ensure potential critical incidents are not missed and a more corporate approach is adopted across the county. The approach should include standard operating procedures, clearer allocation of responsibility and effective IT support.
- The response to rape and other serious sexual offences should be reviewed. Consideration should be given to whether SIUs might take on responsibility for the investigation of such offences (see also Section 3A 'Managing Critical Incidents and Major Crime').

## GOOD PRACTICE

<b>TITLE:</b> Recording and Understanding Anti-Social Behaviour
<b>PROBLEM:</b>
How to make up-to-date profiles of anti-social behaviour available to staff and partners to enable effective preventative and enforcement action to be taken.
<b>SOLUTION:</b>
In September 2004 Kent Police took advantage of research undertaken by the Home Office Research Directorate relating to the most common forms of anti-social behaviour (ASB) experienced within communities across England and Wales. A new classification system was added to the closing codes on the force command and control system ( <i>STORM</i> ). This method allows the member of staff updating the incident log to provide an accurate result of the complaint and actions taken set against the appropriate incident code.  The data provided by <i>STORM</i> is capable of analysis at local and force levels. Monthly updates are published in business information packs. Daily updates relating to force performance targets are shown on intranet performance dials. This innovative approach allows the force, BCUs and partnerships to develop NIM products - problem and offender profiles - which in turn lead to the development of strategic and tactical assessments and control strategies.  The data provided by <i>STORM</i> will provide an excellent tool for those officers engaged in the Neighbourhood Policing Programme  There are some excellent charts and diagrams generated by <i>STORM</i> , too large to be added to this report. Contact the force for further information.
<b>OUTCOME(S):</b>
Kent Police, at all levels, can now precisely pinpoint where disorder and ASB is occurring. The data facilitates direct challenge by chief officers when holding local commanders to account for performance.
<b>FORCE CONTACT:</b> Vicki.harrington@kent.pnn.police.uk

## 5 Providing Assistance (Domain 4)

### 5A Contact Management

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

The force communication centre (FCC) opened in 2001 as the single access point for telephone calls from the public from anywhere in the county and as the single point for deployment and control of police resources. A central crime-recording unit now records 60% of crimes without deployment of a police unit, with fewer than 3% of crime recording calls being abandoned.

This assessment has been made against a background of improved performance in 2005/06 from what was already a strong comparative position. Most quantitative targets were achieved in areas such as 999 answering, non-urgent call answering and abandoned call rates. Customer satisfaction with ease of contacting the police continued to be above the MSF average.

Having consistently achieved quantitative call response targets, the FCC is now placing greater emphasis on qualitative performance and its ability to ensure that service delivery is optimised throughout any 24-hour period, with analysis broken down to half-hour periods.

#### Strengths

- Led by ACC (area operations), the contact management function is central to the force's service delivery priorities. The contact management strategy takes full account of organisational objectives with regard to the national standard for incident recording (NSIR), NCRS, NCHS, Citizen Focus, and QoSC. Effective mechanisms are in place to communicate it both internally and, through the Kent Police Standard, externally.
- A comprehensive, balanced scorecard is used effectively to monitor performance and identify scope for improvement. Key elements are communicated regularly to FCC staff to help drive team performance and are accessible throughout the organisation as part of the corporate management information system.
- Force user-satisfaction surveys inform FCC strategies to improve customer service. Learning from complaints and 'praise profiles' are linked directly to the identification of FCC training needs.
- Effective systems to communicate organisational objectives and to involve staff in improving service delivery include the staff consultative committee, a fairness-in-action

group, regular section meetings, staff consultation days and an internal T&CG. Project teams are set up to take service improvement, working practices and performance issues forward.

- Fast-time performance information and modern technologies, such as automatic call distribution, have been important factors in improved performance.
- A number of tools are used effectively to provide predictive analysis to forecast staffing levels by hour, day, week and month, and to assist events planning.
- A costed recruitment and training strategy ensures that the FCC has sufficient resources to meet most of the key elements of a customer-focused service.
- The FCC has a dedicated personnel team who provide a proactive HR support service to all managers. Headed by the personnel manager, a chartered member of the Chartered Institute of Personnel and Development (CIPD), the team has direct targets linked to performance. Its success is reflected in reduced sickness absence and improved staff retention. A recent 'quality of working life' survey showed real improvement compared with a similar survey conducted in 2003.
- Exit interview results are collected and analysed by staff level and role, reason for leaving, and length of service to identify possible intervention points. It is important that this activity is sustained, however, because the turnover rate remains comparatively high.
- Line managers are involved in assessment centres giving them ownership of the staff they recruit. The assessment process involves a range of competency based and practical exercises designed to assess the candidate's potential to be trained and become effective in their roles.
- A competency-based grading and reward framework encourages staff development. Personal development programmes are designed to meet individual and organisational needs and are supported by a standardised and effective coaching framework.

### **Work in Progress**

- A phased introduction of a contact record management system was about to begin at the time of this assessment. The system should provide more precisely tailored services for individual customers, better information for staff responding to incidents, and a better understanding of the customer base. Other planned enhancements this year include automatic vehicle location and a unified messaging system.
- More in-depth analysis of performance data is planned to inform the demand profile, allowing performance targets to be set throughout the 24-hour period.
- Options for expanding QA activities are being explored, including the use of 'mystery shopping' techniques and real-time dip sampling of the customer experience to identify learning opportunities for individual staff and to enhance overall quality of service.

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- Although sound workforce planning is already in place, it is planned to adopt a more sophisticated workforce management system to achieve greater efficiency in resource deployment.
- The existing business continuity plan includes satisfactory arrangements to cover most types of service loss. At the time of this assessment, a review was commencing to test existing systems and to refine the plans for more comprehensive disaster recovery and business continuity arrangements.

### **Areas for Improvement**

- There is scope for the further development of the balanced scorecard and increasing its use, ensuring that it reflects more fully the measurement of qualitative performance.
- Although the aspiration still exists, the force has decided not to adopt, at the current time, the NCHS of answering 90% of non-urgent calls within 30 seconds, arguing that it would require 50 additional staff and is not a priority for the public. This decision should be reconsidered as members of the public still use this method in real emergency situations. Several police forces have achieved the standard through improved processes rather than employing additional staff.

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## 5B Providing Specialist Operational Support

Grade	Direction of Travel
Good	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
0	23	19	1

### Contextual Factors

The force has recently achieved strategic force status and the ability to deliver protective services has been the subject of a recent review. The firearms and public order elements of the review demonstrated the ability to provide both the capacity and capability required for standalone status.

Supported by memoranda of understanding and formal protocols, Kent Police regularly work effectively in partnership with other police forces and partner agencies in response to critical incidents and major enquires, often sharing specialist support functions.

In line with the codes of practice on the police use of firearms and less lethal weapons, the ACC (central operations) is the chief officer lead on all firearms matters and chairs the standing committee on the police use of firearms.

### Strengths

- Kent was the first police force in the country to develop gold and silver firearms command training. The development of these roles continues and a superintendent dedicated to firearms command training was recently appointed. In partnership with Sussex Police, a dedicated firearms command training unit has been set up. It is working with NCPE to establish formal command training modules as part of the national police firearms training curriculum.
- The force has nationally recognised firearms and public order training units. The firearms training unit has received its provisional training licence from NCPE and is on course to be granted a full licence in November 2006.
- Annual firearms threat and risk assessments are undertaken in accordance with Home Office codes of practice on the police use of firearms and less lethal weapons, during which firearms response capability is fully reviewed. This process includes consideration of new developments and an assessment of lessons learnt, and is overseen by the standing committee on the police use of firearms.
- The force strategic assessment properly considers public order within emerging crime trends, including consideration of 'night-time economy' policing and the more strategic response to potential disorder at vulnerable locations (e.g. rural hunt saboteurs and the

potential for animal rights extremists to demonstrate at Kent's ports). Control strategies contain appropriate public order intelligence requirements that are augmented by the effective tasking of community liaison officers.

- A significant police standards unit (PSU) capability meets the requirements of the public order, standards, tactics and training manual. The force trains up to 18 PSUs, seven more than the national requirement. Regional PSU training facilities are provided for neighbouring police forces and senior officer public order command training is open to forces throughout the country.
- All members of the public order command cadre have received nationally accredited training at the Kent Police tactical training and public order unit. The training tests levels of knowledge of the ACPO manual of guidance on keeping the peace, including the conflict management and disorder models. All public order commanders maintain personal training records and operational policy files, and are required to attend reaccreditation sessions.
- A dedicated operational planning unit within the tactical operations department takes the lead on the planning of large-scale events that require a county response and assists BCU event planners where appropriate. The department also leads on ensuring that comprehensive debriefs are conducted in order to capture and use good practice and consider identified learning opportunities.
- Specialist support units are appropriately tasked by the NIM T&CG process, supporting levels 1, 2 and 3 activities.
- The Kent local resilience forum (LRF) is strongly supported by partners, the chair alternating between the police, fire and ambulance services. It provides the main focus for obtaining and sharing information from partner organisations. Kent Police is represented by ACC (central operations) and the Chief Constable chairs the LRF policy group. BCUs and other police organisations are kept fully informed of emerging issues and are invited to attend meetings as appropriate.
- Emergency planning processes are well established, complemented by a comprehensive exercise and review programme.

### **Work in Progress**

- The firearms department has been subject to a number of assessments, reviews and inspections in the last 18 months. Following an NCPE capability assessment, formal action plans are in place, submitted to and signed off by NCPE. Many of the actions relate to intelligence processes surrounding the criminal use of firearms. The force is on target to discharge all actions by November 2006.
- Dynamic review processes within specialist services are being developed to capture best practice and identify both organisational and individual learning opportunities.

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- There is no in-force air support capability, services are currently being bought in from neighbouring forces. The current arrangements are being reviewed in response to Kent's new 'strategic force' status and the possibility that neighbouring force mergers may reduce opportunities to buy in air support.

### **Areas for Improvement**

- The standing committee on the police use of firearms could be strengthened by the inclusion of external independent members. Consideration should be given to the introduction of IAG members to provide both an external view and a challenge panel. IAG members with appropriate knowledge of specialist functions can prove invaluable at post-incident Gold Groups or in response to post-event media enquiries.
- Consideration should be given to the development of publicity material in relation to potential civil contingencies and emergency procedures. It should be tailored to meet the needs of local communities, and should complement other local, regional and national initiatives.
- Although the command and control system automatically identifies relevant critical incident and disaster recovery plans, details of the plans should be communicated to all staff and checks should be undertaken to ensure that proposed roles and responsibilities following a disaster are properly understood.

## 5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

### Contextual Factors

Strategic roads policing is particularly important in Kent, given its position as the 'Gateway to Europe' and the fact that it contains the longest distance of SRN (M2, M20, M25, M26, A21, A249, etc) of any police force in the UK.

The key aim of the roads policing strategy has historically been public safety, with 2010 casualty reduction targets as a prime objective. In 2005, the national roads policing strategy (NRPS) officially expanded strategic parameters, more accurately describing current policing priorities. The force aims to implement the national strategy, taking account of local conditions and business imperatives. It appears to be on track to achieve its contribution to the 2010 casualty reduction targets.

A process map was prepared in 2003 describing the roads policing mission statement, and the associated delivery plan has been continually developed and reviewed. Recent additions include more detailed objectives in relation to terrorism and the use of roads by criminals. ACC (central operations) owns the strategy and monitors tactical delivery at specialist operations monthly performance reviews. The head of roads policing is responsible for delivering performance.

In the past year, the strategic roads policing unit (RPU) has been realigned with other protective services in the central operations directorate in order to improve the integration of the main county-wide support and investigative functions. It is led by a chief inspector. Five main sections each comprise one sergeant and 15 constables: a support section, including the motorcycle unit; the traffic management unit; the safety camera unit; and vehicle examiners. A serious collisions investigation unit and the forensic collisions investigation unit (FCIU) complete the team.

### Strengths

- Operational activity in support of the roads policing strategy is measured within a performance framework supported by quantitative data, which is used effectively by supervisors and managers to assess team performance.
- A dedicated serious collisions investigation unit has been introduced which has fully implemented the guidance contained within the road death investigation manual.

- The roads policing strategy generates tactical delivery plans that fully support other force strategies. The RPU supports and co-operates in joint deployments at all levels within the NIM framework, including responding to off-road motorcycle issues, burglaries where high value cars are stolen, assisting in multi-agency road checks, and engaging in preventative and reduction activity in priority speeding areas.
- In order to provide newly appointed RPU officers with the requisite skills, an 'advanced BTEC' roads policing course has been designed, externally accredited and delivered. A development pathway is being progressed which will rationalise officers' professional learning throughout their roads policing careers.
- The fatal crash investigation unit has, for some years, delivered highly regarded courses in 'applied physics and mathematics' to develop aspiring forensic collision investigators. This course will shortly be superseded by one jointly developed by the RAC and the fatal crash investigation unit. The unit will quality assure the training and assist in delivery.
- The force has been at the forefront nationally in the development of ANPR cameras and Kent has an extensive network of fixed sites, complemented by 11 mobile systems. A back-office system manages a database that is searchable by authorised personnel. In 2005/06, these systems led to 193 arrests, in addition to other positive benefits such as recovered stolen property.

### **Work in Progress**

- Kent Police demonstrates impressive roads police partnership working in many areas, including strategy, casualty reduction, road safety and the diversion of offenders. The planned implementation of Highways Authority traffic officers and the development of a joint strategic intelligence product are intended to consolidate strong relationships with key partners.
- Training needs analysis has identified the need for training for BCU staff to equip them with the skills to investigate intermediate level collisions more effectively. A pilot began on two BCUs in March 2006.

### **Areas for Improvement**

- The force should consider the development of multi-agency NIM compliant analytical and intelligence products to support officers engaged in roads policing activity.
- Resourcing of the unit has been related to a demand profile while relying on BCU support in the event of significant incidents, including resource-intensive fatalities. The force assessment of the readiness to deliver protective services identified that additional resources are necessary to reduce the adverse effect of abstractions upon BCU performance.
- Any proposed growth in resources for the RPU should ensure that supervision ratios remain adequate for effective delivery of the NRPS.

## 6 Resource Use (Domain B)

### 6A Human Resource Management

Grade	Direction of Travel
Good	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

#### National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

#### Contextual Factors

The human resource (HR) function is represented at executive level by ACC (P&T). It is well resourced, with 42 local HR staff in BCUs and HQ departments, and 38 specialist, qualified staff in the HR directorate. Staffing decisions are devolved to the lowest appropriate level, with line managers being supported by skills development through management training, master classes, coaching, briefing notes and targeted HR conferences. A debate continues, most recently during a BV review of support services, as to whether, in the context of the challenging budgetary settlement and other priorities, more senior HR managers should be appointed to BCUs to ensure that local operations and organisational development always take sufficient account of people management issues.

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The force has energetically sought to benchmark its processes against external organisations and to learn from good practice elsewhere. For example, bids have been made with other European forces for European funding to reduce absence and to develop qualifications for older employees. Exchange programmes have been set up with both French and Dutch police forces, an especially close relationship having been established with the Rotterdam police.

During 2005/06, sickness absence for police officers was reduced from an average of 78.9 hours (9.9 days) to 71.1 hours (8.9 days), but still more than the national policing plan target of 64 hours (8 days). During the same time period, police staff sickness absence was reduced from an average of 83.2 hours (10.4 days) to 72.8 hours (9.1 days), just missing the national policing plan target of 72 hours (9 days).

### **Strengths**

- The business plan and delivery processes have been aligned to the NIM and involve a range of stakeholders, especially the Police Authority who helped design the performance data pack. Its operation, across silos, has identified issues that have quickly been addressed through training, such as master classes for managers, and the restructuring of the Initial Police Learning and Development Programme (IPLDP) to assist BCUs deliver improved performance against local priorities.
- Wide-ranging action has been taken in support of the national strategy for a healthy police service. Positive absence management (PAM) has been a success in delivering, over the past two years, a 25% reduction in police officer absence, a 23% reduction in police staff absence, and a reduction in ill-health retirements and restricted duties (see 'Contextual factors' above). It has involved devolving responsibility for absence management to the lowest possible organisational level, but with effective support and interventions from the centre. The police staff sickness rate is now well below the national average, although the police officer rate is just above it.
- A most effective business model has been developed for health and safety management, linked to an extensive training programme for supervisors and managers. A review of policy has been completed and is being followed by a review of practice. This is developing into a process of continuous improvement being undertaken jointly by Police Federation members as well as HR staff. It demonstrates partnership working, which extends to a national review of health and safety in the service, with the Home Office and the Health and Safety Executive (HSE).
- The force is well advanced in workforce modernisation and was an early adopter of PIP and IPLDP. The latter is delivered through an expanding partnership with higher education institutions. All are delivered through portfolios assessed by qualified assessors (some 200 A1 assessors will be trained this year).
- The management of personal development reviews (PDRs) has moved from an area requiring improvement to one of considerable strength. Not only is the completion rate as close to 100% as is probably feasible, but QA monitoring shows consistent use of objectives linked to the policing plan. PDRs are based on appropriate elements of the

integrated competency framework (ICF) and they are increasingly web-based with attached guidance and training. Data from this source is now being used to support several key HR processes.

- Career development continues to expand its reach, with mentoring being extended to all female and minority officers. The career development strategy has expanded to include police staff and the force has joined the county council high-potential development scheme.
- A 'quality of working life' survey carried out early in 2006 showed significant improvements from a previous survey (2003) and that Kent Police compared favourably with other organisations. Areas of strength included reduction in risks to health, more commitment of the organisation and employees to each other, and reduced sources of pressure. Some areas for improvement were identified and, at the time of this assessment, an action plan was being prepared.

### **Work in Progress**

- Investors in People accreditation has not been sought. Similar benefits, at less cost, are being sought through NIM business disciplines as well as a range of processes to develop officers and staff. While some elements of this approach are strong, consultation with customers is less effective. Local consultative forums are being developed which will feed into the force-level boards.
- All HR processes are linked to an effective integrated IT system linking HR functions, finance, payroll, procurement and duty recording/planning. It is being further developed to embed it in the workplace and improve the data warehouse, as the basis for more effective workforce planning.

### **Areas for Improvement**

- At the time of this assessment, action was being taken to reinvigorate some aspects of HR management business processes. For example, the business delivery plan was in need of updating and the balanced business scorecard required development to provide a more complete, regular and easily accessible means of monitoring progress against objectives.
- A target to reduce overtime expenditure by 15% in the three years to 31 March 2006 was not achieved. In fact, the final outturn was a 26% increase. While there were some mitigating circumstances relating to comparatively low spend in the baseline year and some exceptional major enquiries, it is important that action should be taken to reduce overtime, not least because of the adverse effect on work-life balance for some officers.
- A full staff attitude survey has not been undertaken in the past two years. A planned approach to gathering and analysing staff opinions is essential to monitor progress from the last survey and to identify any emerging issues. It is acknowledged that action has been taken to improve consultation with the users of HR services, including the establishment of local user-groups.

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- There is scope for improving the timeliness of internal complaint/grievance handling and incorporating organisational learning from grievance handling into improved policy and practice.
- Efforts to improve consultation with, and facilities for, UNISON, including the full-time appointment of a representative to liaise with Programme 2015, need to be sustained. Rubbing points include effective and timely consultation on new policies, equal consideration of the concerns of police staff affected by restructuring and major change projects, and perceived inequity in the effort put into disciplinary action against police staff compared with officers.

## 6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

### National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

### National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

### Contextual factors

The force was graded 'good' during the 2005 baseline process, with a number of recommendations made for improvement. Improvements include the following:

- The force training plan has been developed to capture all training irrespective of the provider.
- A QA/performance improvement process has been introduced for all training providers. It includes a system of self-assessment and peer review that will be monitored and audited by the training performance team.
- The evaluation function is under constant review, and includes tasking and reporting processes involving all key stakeholders in a way that ensures independence from the training function. Key elements include performance enhancement panels (PEPs), the FTB and the Police Authority HR committee.
- The competency framework is being developed. The behavioural competencies match the national standards and the technical skills are being converted to national occupational standards. The new electronic PDR system is expected to commence in November 2006.
- The business planning process has been amended, and following the introduction of performance enhancement panels at BCU and departmental

levels, a more responsive service will be provided that is focused upon performance improvement.

- The force has been working towards SkillsMark recognition since November 2005. The project plan leading to recognition reinforces the HMIC recommendations and provides a radically improved structure.

## **Strengths**

- Both the Police Authority and chief officers are actively involved in the management of the learning and development function. Key stakeholders are formally engaged through a variety of channels, including the PEPs, which involve senior BCU staff setting the agenda for the strategic-level FTB which has a dedicated Police Authority member.
- All potential training improvements are included in the single improvement plan, which is regularly overseen by a multi-layered governance regime. All groups have links to national and regional groups to inform and improve learning and development practice.
- A genuine contractor/client relationship is channelled through the formalised strategic and tactical processes outlined above, ensuring that the training is tailored to clients' particular needs.
- All learning and development provision has been subject to a formalised prioritisation and risk-assessment process since 2004, and is adjusted accordingly to meet the needs of the force.
- All training providers are actively encouraged to develop to their full professional and personal potential, where possible achieving nationally recognised qualifications.
- Trainers and tutors are required to undertake coaching in the workplace and workplace evaluation studies in the subjects that they teach.

## **Work in Progress**

- Most of the revised QA, evaluation and trainer development processes, while now core business, require more time to become embedded and mature. They must continue to encapsulate the training from other providers throughout the county.

## **Areas for Improvement**

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains an assessment of 90 specific areas, graded on a five-point scale. More immediate effort will be required on those areas scoring three or less than for those scoring four or more.

Progress on the areas summarised below will be reported on in the context section of next year's report.

- The recently re-designed PEPs require time to mature so that they become an integral part of the business model.
- Clients should be consulted more formally. The PEPs are part of this process, but a programme to systemise and evidence the results of consultations and surveys with the

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client base is required. It should focus on ascertaining perceptions of how training impacts upon client business and how training might be improved to more closely meet performance needs.

- The force needs to continue to develop and embed the present evaluation process and to ensure that outcomes of evaluations are acted upon. The focus of evaluation needs to shift to longer-term outcomes and the efficacy of training provision.

## 6C Race and Diversity

Grade	Direction of Travel
Excellent	Declined

### National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

### Contextual Factors

This section overlaps with Section 1A 'Fairness and Equality in Service Delivery', especially in Kent where action to promote fairness and equality in both external service delivery and within the organisation is driven by the diversity and fairness strategy board and the diversity and fairness delivery group (DFDG). Equality in service delivery is underpinned by a well-resourced and respected diversity team, supported by senior managers who are dedicated to meeting equality objectives. Kent Police has an increasingly representative workforce with prescribed service standards for minority community groups set out in the Kent Police standard. A diversity-training programme that provides a lever for cultural change is making a difference to service planning and delivery.

The force recognises that further progress in the field of race and diversity cannot be made without the involvement, consent and confidence of the communities it serves, the workforce and statutory partners. Consultation mechanisms, both internal and external, are carefully managed to ensure all voices, views and opinions are heard, listened to and acted upon.

### Strengths

- The force has highly committed chief officer leadership for race and diversity, demonstrated by the visibility and accessibility of the DCC and the ACC (P&T). Both officers clearly enjoy the confidence of their colleagues, partner agencies and community groups. Strategy, policy development and service delivery is aided by two well-established consultative groups, one covering BME and the other LGBT issues.
- The structure for delivering race and diversity ensures that all parts of the business are included in consultation and decision making. It includes dedicated, well-resourced diversity support and diversity training teams which champion equality and diversity at all levels of the organisation. The teams are staffed by people with the necessary skills and experience to provide guidance, and internal challenge, to the force. They have the support of top management which itself actively promotes force objectives.
- The delivery plan for the race and diversity equality scheme ensures that all strands of diversity are encompassed and it allocates ownership and accountability for the meeting of objectives. Several elements have been highlighted by the CRE as good practice.

Ten action groups lead on the various strands. The equality scheme is underpinned by a diversity strategy, updated in March 2006.

- The dedicated diversity training team delivers a programme which has been externally recognised as good practice for course design and content. Good external local training links have been established, especially with Canterbury Christ Church University. The diversity training programme includes considerable community involvement – in its design and in actual delivery. Master classes, delivered by the HR department, provide additional training on specific people issues, such as grievance management and flexible working.
- The three staff support groups (gay and lesbian support group, Kent network of women and Kent minority ethnic police association) are well established and their contribution is valued and recognised. They continue to provide a high level of support and networking facilities to employees, and are actively involved in positive action events.
- Good progress has been made towards achieving targets for the recruitment of women and BME officers and staff. A wide range of action is being taken to promote progression.
- There is an active network of 'fairness in action' groups in BCUs and departments, together with 51 trained workplace fairness and grievance advisers, and 22 trained workplace mediators.
- The preparations for a Disability Equality Scheme have been noted as 'pioneering' by the Disability Rights Commission. Together with the county council, a networking of statutory partners has been organised to share good practice in preparation for the schemes.
- The consultation protocols are robust and effective, both internally and externally, with local statutory partners making approaches for assistance and guidance in establishing their own consultative arrangements.

### **Work in Progress**

- A policy to address the investigation of hate crime allegations between employees, and as a result of employees carrying out their duties, is being prepared. It will be underpinned by training and marketing, and will be owned by ACC (P&T).
- Although race and diversity features prominently on central strategic meeting agendas, there is an opportunity to promote further mainstreaming by making diversity a standing item at BCU strategic meetings. The aim is to ensure that local senior managers include race and diversity considerations in all decision making. This will be reinforced by setting local performance indicators, and nominating BCU 'equality champions'.

### **Areas for Improvement**

- The training provided to policy owners at the start of the policy review process three years ago is now itself in need of review to make sure staff with responsibility for

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reviewing existing or preparing new policy are equipped with the skills to meet the high standards expected. This will include specific training on the requirements of the Disability Discrimination Act.

- Although progress has been made towards monitoring quality in HR processes, routine monitoring reports still do not cover all the key processes with regard to race and gender, and further work is needed to develop monitoring systems for the other strands of diversity.
- Exit interviews by someone other than the line manager should be conducted to assess why there is a high wastage of BME staff.
- The force recognises that the estates department should consult more fully on new builds and renovations to ensure that stakeholders are involved and able to influence decisions.
- Good local community relations have been built up with minority communities and, until recently, progress towards recruitment targets for both officers and staff were on target. The change in the pass mark in the new national recruitment process for officers has had a detrimental effect on BME recruitment. While this is a national issue, the local positive action programme should be re-examined to identify scope for adjustment in the context of the national recruitment process.

**6D Managing Financial and Physical Resources**

Grade	Direction of Travel
<b>Excellent</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	11	24	7

**Contextual factors**

This HMIC assessment is based on a self-assessment return, HMIC's own findings and consideration of the Audit Commission's police use of resources evaluation (PURE). Set out at the end of this report are the appointed auditors' summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

The force, in line with many others in England and Wales, faces material challenges on its long-term budget and, while reserves can be used to support the precept until March 2008, longer-term approaches will need to be planned for 2008/09 onwards.

Work on preparing for force mergers had a significant impact on the finance department and other corporate services.

**Strengths**

- The force and the Police Authority have strong budget-making and medium-term financial planning processes, with good involvement from budget holders that includes a high degree of challenge from the central finance division to bids and budgets under consideration, incorporating, where appropriate, methods and processes from the private sector.
- A drive to secure efficiency gains in response to the Gershon agenda has included a full review of support service policies and procedures. This project has already identified £2.3 million savings, to be fully implemented by 2007/08.
- A strong strategy for integrated business systems has been developed. Kent is a leading SAP (IT application) site and is willing to be a leader in developing shared services in relation to finance and support services.
- There is an embedded risk-management procedure, assisted by the employment of a dedicated risk manager within the last two years.
- Mobile data technology is being trialled in police vehicles for implementation in the near future to effect further efficiency savings. Information from data recorders in vehicles has produced significant savings on vehicle accidents.
- The resource allocation model has been redesigned following a review by external consultants to assist the downsizing from nine to six BCUs. Previous imbalances in the BCUs in relation to resources, activity and performance have been reduced. The revised

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model, developed in 2005/06, is based on a combination of demand, geography and needs-based factors.

- Benchmarking data is used in decision making in relation to finance services and has been used in discussions with other forces about possible shared service centres. Benchmarking is also used when reviewing support services to help identify potential efficiency improvements.
- There is a strong compliance procedure in relation to procurement contracts, aided by good management information from its integrated finance systems. The procurement service continues to be innovative in obtaining savings and has, for example, been a leader in developing e-auctions.
- Data from national benchmarking is used to improve its estates service and has assisted projects to harmonise space standards, increase operational space and develop energy saving and carbon dioxide reduction initiatives.
- Police staff drivers are used to deliver and collect vehicles to and from vehicle maintenance workshops, making more police officer time available for front-line policing.

### **Work in Progress**

- A BV review has shown that support services are relatively low cost while delivering a good level of service to clients. Premises, transport and non-salary costs are well below MSF averages. Work is continuing to achieve top industry standards for support service ratios.

### **Areas for Improvement**

- Some further development is needed of online transaction processes in order to reduce double keying and to achieve further efficiency savings.
- Useful management information has been developed in the past from the results of activity analysis, but there has been little further development in the past year. Consideration could be given to the collection of data through electronic mobile handheld units as in a small number of forces in England and Wales. This would give a better quality of data on a day-to-day basis and could be justified on invest-to-save criteria.
- Research has shown that some vehicles are underused but this work needs to be developed using data from vehicle data recorders in order to make a further assessment of the BV size of the fleet.

### **Audit Commission Use of Resources**

<b>Element</b>	<b>Assessment</b>
Financial reporting	Not Available
Financial management	4
Financial standing	3
Internal control	3
Value for money	3

#### Key to grades

1. Below minimum requirements – inadequate performance.
2. Only a minimum requirement – adequate performance.
3. Constantly above minimum requirements – performing well.
4. Well above minimum requirements – performing strongly.

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

## 6E Information Management

Grade	Direction of Travel
Excellent	Stable

### National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

### National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

### Contextual Factors

Kent Police has a rich legacy of an information-centric strategy, developed over many years now, the core of which is an integrated operational IT system designed within the context of intelligence-led policing. Information systems work in Kent has benefited from a very high level of commitment by the Police Authority. The relationship has included presentations on information systems (IS) performance and strategy to the Police Authority, Police Authority membership of key project boards, and personal briefings where appropriate.

The only area for improvement in last year's assessment was to ensure that the work of the IS department was subject to technical scrutiny. A combination of external challenge and peer review has been implemented. A firm of specialist police IT consultants completed a review of technical strategy and confirmed that it is fit for purpose. A programme of mutual review has also been initiated with a neighbouring force.

The force is committed to collaboration within the ACPO South East region, actively participating in the 12 strands of work set up by a regional collaboration steering group. There is also commitment to the national development of IS. The head of information services department (ISD) is a member of the Airwave and the enterprise architecture user groups. Data structures are being implemented, supporting a global data store proof of concept. These represent a serious commitment to the national strategy's concept of a federated infrastructure where software can be reused across the police service.

Although graded 'excellent', a caveat with regard to highlighting Kent as a beacon force should be noted: the legacy of modern integrated systems inhibits easy migration both to the silo-based National Strategy for Police Information Systems (NSPIS), and the component-based ISS4PS models.

### **Strengths**

- The director of finance, administration and information services, a member of the chief officer team, has wide private-sector experience of technical business transformation. The head of ISD is also professionally qualified, has broad experience in a range of relevant disciplines, and is a full member of the executive planning group. A chief superintendent leads on information management; effective structures and processes ensure the appropriate involvement of the head of ISD and other key stakeholders in this work.
- Comprehensive governance arrangements and a rolling, updated five-year IM/IT strategy ensure that IT services are clearly focused on national and force priorities and the changing needs of operational policing.
- The force change board, chaired by the DCC, operates as an effective quarterly IS programme board. Separate programme boards for the key elements include representation from key stakeholders, including the Police Authority and staff associations.
- The five-year rolling strategy contains clear objectives with detailed plans for the focus year. Progress (and the use of resources) is monitored effectively at a weekly tasking and co-ordinating meeting, with more strategic reviews taking place quarterly.
- A resilient and cost-effective architecture has been implemented using sound programme and project management methodologies, and supported using IT infrastructure library (ITIL) processes.
- Recent years have seen a consolidation of integrated core systems within a leading-edge supporting technical environment. The main core integrated systems are Genesis for the complete crime lifecycle, CRM/Storm for incident handling, and SAP for resource management. Further specialist applications, such as Holmes 2, complete the comprehensive provision of IS.
- Not only are developments leading edge, Internet protocol telephony and video conferencing being only two examples of many, but they are also extremely cost-

effective. The total IS budget is the same today as it was four years ago despite the fact that nearly all the technology has been improved and expanded during that time.

- Kent was an early adopter of ITIL and, over the years, has, by refining operational support processes, achieved a steady decline in the number of calls handled by the help desk, with a 30% reduction in incidents. The IT customer service centre offers 24/7 support. Each operational system is covered by a service-level agreement reported upon monthly, and consistently high levels of customer satisfaction have been achieved.
- There is a strong track record of delivering projects to time and within budget. This is a direct result of strong project management disciplines combined with highly competent staff.
- The information security officer (ISO), located within the professional standards department, is overseeing full implementation of the ACPO community security policy under the auspices of the force security committee chaired by the DCC. Security has become central to the project management approach, which ensures that suitable arrangements are made during the design process. In addition to the highly regarded ISO, who is a member of the national team advising on the new manual of protective security, there are several people trained to Infosec standards, including the head of IT.
- A highly in-sourced approach to IS management has led to a skilled and resilient in-house capability, not only in systems and networks but also in software development, with a team of 10 java programmers; one of the largest police software teams in the country. This allows highly customised solutions to be developed where appropriate – one of the key factors that has created a high level of user satisfaction.
- A major investment in disaster recovery and business continuity systems over the past three years has left the force in a strong position. A disaster recovery manager works alongside the risk manager to co-ordinate continuing development and testing of these systems.

### **Work in Progress**

- A recent external review of support services has made a number of recommendations that the IS support for business processes should be extended and automated even further. This is a natural progression, maximising the benefits of existing investments, and serving only to sustain the current high levels of investment for the future.
- The investment that has provided a legacy of modern integrated systems prevents easy migration both to the silo-based NSPIS model and the component-based ISS4PS world. Work has begun to address this challenge with the Kent 'Impact Programme'. This has allowed the creation of one of the first operational data stores designed from the beginning to support ISS4PS migration.

### **Areas for Improvement**

- Ownership has also been taken of the source code for the key crime, custody, case and

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intelligence system, and it has been moved to a new supplier who is focused on development. It is intended to migrate that system towards ISS4PS compliance using many of the yet untried features of ISS4PS, such as the 'golden record' concept using a global data store.

**6F National Intelligence Model**

Grade	Direction of Travel
Good	Stable

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

Kent Police, with its good record for focusing on crime, introduced the Kent policing model (KPM) in the mid-1990s. The KPM was a forerunner of the now fully adopted National Intelligence Model (NIM) that directs resources through intelligence-led policing and which has contributed to its performance against headline crime.

Intelligence-led policing continues to develop. The Bichard and police information management board, chaired by ACC (area operations), recently replaced the NIM development board. All aspects of information management are now considered in one forum, ensuring chief officer focus and consistency.

The force continues to be seen as a centre of good practice in relation to the development and use of NIM products, and frequently hosts visits from police forces in the UK, Europe and beyond.

**Strengths**

- The NIM is used to aid decision-making and is at the heart of the organisation's strategic planning cycle. The force strategic assessment is a key element of the chief officer team's operational, business and strategic considerations in relation to priorities and direction setting. It also underpins BCU and directorate strategic assessments and business plans.
- Robust systems are in place for the preparation and use of strategic and tactical assessments. They ensure effective links between level 1, 2 and 3 activity, and that the force both contributes to and takes account of regional products and priorities. Key to these processes are the roles of the detective superintendent (intelligence), who provides the professional lead for intelligence throughout the organisation, and the principal analyst, who performs a similar role for the analytical community.
- NIM policies and their outcomes are available to all staff through the intranet and other media, while the 'Minerva' policy properly protects systems and processes. There is strict adherence to the principle of the sterile corridor throughout the force. The introduction of totally dedicated source controllers at BCU level under the 2015 project will only serve to enhance this approach.
- Intelligence reports are submitted in strict adherence to focused intelligence-gathering

disciplines, determined by intelligence requirements and control strategies. The Bidward and information management board is ensuring that these processes are properly scrutinised and is transferring these disciplines into the NHP arena. Economies of scale from the migration to six BCUs areas under the 2015 project will ensure the resilience and robustness of the tactical response.

- All officers engaged in the intelligence function receive training to the national minimum standard through a range of courses provided at the Kent Police College. The detective superintendent (intelligence) provides the professional lead for all officers, with line management falling to BCUs.
- Each BCU has an intelligence unit, which includes source handling, analysis, research and development, data input and management, technical services and briefing. At level 2 these disciplines are replicated. The centre also provides a central resource for telecommunications data and prison intelligence. The joint intelligence unit at Folkestone brings other agencies into tightly focused NIM activity.
- T&CG processes continue to be firmly embedded at all levels of the organisation and continue to be the drivers for strategic and operational activity. Tactical T&CG decisions receive daily review on BCUs. The transition to NHP is increasingly embracing the principles of the NIM with the involvement of partner agencies and stakeholders in local T&CG processes.
- The relationship with HM Prison Service is developing. The force continues to recognise the value of intelligence gained from prisons and utilises it to inform all aspects of the intelligence picture. The prison intelligence unit is working with the prison service to develop an NIM compliant intelligence unit within the local prison estate. This will enhance intelligence flows from prison community. The progress of this unit is to be monitored by the national prison intelligence working group (PIWG) and is to be the template for the roll out of such units nationally. The force is also taking a lead through its involvement in the ACPO PIWG in co-ordinating the development of national protocols for the intelligence work stream.
- The force has a well-developed joint intelligence unit and is comprehensively serviced with special branch intelligence products.

### **Work in Progress**

- Kent Police acknowledges the need to improve reviews to assess the benefits of operational activity. Re-emphasised by the 2015 project team, this issue also features as an objective within the directorate business plan. The force will need to ensure that this piece of work is completed within the next business year.

### **Areas for Improvement**

- Greater engagement is needed within the regional intelligence group. In partnership with neighbouring forces (including the Metropolitan Police Service), formal protocols for intelligence sharing should be developed and better contribution to regional strategic

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assessments are needed from all the forces.

- With the reduction in the number of BCUs, the opportunity should be taken to arrange for all BCUs to be represented at the level 2 T&CG. This would increase the transparency of the bidding process and the prioritisation of resources. It would also promote greater BCU engagement in level 2 activity.

## 7 Leadership and Direction

### 7A Leadership

Grade	Direction of Travel
Good	Not Graded

### National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

### Contextual Factors

The Chief Constable has now been in the post for over two years, supported by a talented, settled and experienced chief officer group (COG), which has recently been subject to a portfolio review. He has been pushing for culture change, from a reactive investigative model to a more proactive problem-solving style of policing. The COG meets on a regular basis and takes time out for collective strategic thinking. Although there is clear accountability and evidence of COG leadership when tackling underperformance, there is some scope for strengthening performance management systems (see 7B).

The Chief Constable has built a widely publicised shared vision which is embedded and constantly reinforced within the 'Kent Police standard' (KPS) and other key documents. The KPS communicates both to staff and the public the standards that are expected in terms of service delivery and personal behaviour.

### Strengths

- The COG has engaged in 360-degree leadership assessments during 2004 and has used the findings to inform regular development interviews conducted by the Chief Constable. Further development has been supported by the introduction of executive coaching by external facilitators.
- Chief officers and the Police Authority have strengthened their relationship and have built new processes to achieve increased scrutiny. The Police Authority is heavily engaged in force processes. The appointment by the Police Authority of a new executive director to strengthen governance arrangements and its overall impact epitomises the ambition of the Police Authority to ensure that the force is accountable and providing value for money.
- A 'working life/stress' survey was conducted in early 2006, repeating a similar survey in 2003. It found significant improvements in all comparators. Other morale indicators are positive, including reduced sickness rates and very low numbers of employment tribunals. The force demonstrates a commitment to both recognising and rewarding good work.

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- The COG provides strong evidence of personal leadership in relation to diversity issues, which is endorsed by representative groups. The DCC retains the strategic overview of race and diversity matters and ACC (P&T) has now assumed responsibility for internal fairness and equality issues.
- The force has strengthened relationships with the media as a result of a recognition that it needs to engage more openly and widely with the public and partners. There is considerable evidence of the Chief Constable's personal commitment to a very proactive profile within the media. This includes significant press coverage through to live TV. He regularly hosts question and answer sessions on Radio Kent, and his public engagements are widely reported in the local press.
- The COG supports the corporate communication strategy by conducting scheduled area visits and attending learning events. Very positive feedback was received concerning the accessibility of the chief officer team.
- Six new BCUs, coterminous with local authority areas, were introduced in April 2006 to improve resilience and partnership working.
- Corporate health indicators are positive, with high staff appraisal completion rates, low sickness absence and reducing staff turnover.
- NCPE doctrine codes have been effectively included within force working practices and management arrangements.
- Chief officers hold regular collaborative 'blue sky thinking sessions' in order to innovate and encourage challenge to current working practices.
- All policies have been reviewed, including thorough diversity impact assessment, and there is an ongoing dynamic risk assessed method for continued review.
- There is a well-developed organisational development department staffed by skilled and experienced personnel who lead the planning process. A new approach to the management of risk and business continuity has been developed, with both now featuring as regular considerations in the development of policy, business cases, strategies and plans. There is access to dynamic performance information that enables chief officers to consider resource issues in real time.
- A new leadership development strategy has been formulated, now driven by a nominated superintendent and supporting the Chief Constable's published leadership standards. This will be implemented as a leadership programme throughout the organisation.
- Chief officers have engaged with external consultants to obtain advice on strategic development and this has led to a first ever gathering of the force's most senior 150 managers to engage in consultation, problem solving and team building.

## Work in Progress

- The force is driving two major change initiatives. The first, Programme 2015, is a comprehensive review of all major policing processes. In order to improve resilience and partnership arrangements, it has recently led to the reduction in the number of BCUs from nine to six. It is also developing a new resource allocation formula that will ensure there is sufficient capacity and capability to meet all demands by 2015. Secondly, the comprehensive BV review of support services seeks to challenge the efficiency and effectiveness of the overall support infrastructure. When considered together with the force response to the HMIC *Closing the Gap* report, these reviews amount to a major programme of change, designed to achieve medium- and long-term strategic objectives.

## Areas for Improvement

- The chief officer team comprises talented and committed individuals. A challenge remains, however, to further enhance the sense of 'a team'.
- The force should explore how more practical assistance can be given to, and further use made of, representative groups, and review the process of 'exit interviews'.
- A force-wide staff-suggestion scheme should be introduced, together with other methods to improve the capture of organisational learning.
- Although it is recognised that communication within the force has improved recently, more can be done to inform staff of the current progress of change programmes and (as far as possible) give guidance to those who are most likely to be affected by proposed change processes.
- While the excessive use of surveys among staff must be avoided, it may prove beneficial during such an extensive change programme to consider a more structured approach to monitoring staff perceptions and attitudes.

**7B Performance Management and Continuous Improvement**

Grade	Direction of Travel
Fair	Declined

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	12	26	5

**Contextual Factors**

2005/06 was a difficult year in some key performance areas, including volume crime that saw rises in most of the main categories of recorded crime, although in most cases they are close to MSF group averages (see 2A 'Volume Crime Reduction'). Furthermore, the BCS suggested comparatively high public concern about crime and disorder, and comparatively low confidence in local policing (see 1B 'Neighbourhood Policing and Problem Solving'). There was greater success in increasing sanction detection rates (see 3C 'Volume Crime Investigation'). Kent's ability to reverse the trend in rising crime, improve public confidence and, at the same time, sustain improved detection rates will be a major challenge during 2006/07.

In considering recent performance challenges, account should be taken of some extraordinary demands, including the Securitas robbery in February 2006, a spate of murders and other major investigations, and the resources that had to be devoted to the force restructuring project.

The force and Police Authority continue to utilise BV reviews as a tool to improve efficiency, economy and effectiveness. Activity analysis and activity-based costing is used to inform some decision making with data supporting resource allocation, use of patrol models and the impact of activity on performance.

Targets are arrived at through consultation and dialogue with the Police Authority and have regard for the National Community Safety Plan, the LCJB targets and the force's results from its own public consultation. BCU targets are negotiated sensibly between the centre and the BCUs, and they directly support the achievement of overall force targets. NIM principles and the force budget are integrated with the overall planning cycle.

External scrutiny of performance-related subjects has, in most cases, been very positive, including: Audit Commission NCRS compliance audits and activity-based costing assessments; various HMIC inspections (including MAPPA, PSD and covert human intelligence source (CHIS) arrangements); the accreditation of the policing plan; and a 2005 exemplary NCPE report on the force's introduction and management of the codes of practice.

## Strengths

- Systems have been developed to identify both good and poor performance. The Chief Constable periodically chairs the two-monthly force performance committee attended by all chief officers and owners of corporate objectives. ACC (area operations) monitors BCU performance against targets through area commanders' meetings, regular informal discussions on crime trends and through area commanders' PDR objectives.
- Performance operational reviews (PORs) have ensured that the performance focus is not restricted to BCUs but also challenges some HQ departments and thematic issues (but see 'Areas for Improvement' below).
- The information available to aid management decision-making is excellent, and recent efforts to develop the format of that information and the frequency of updating data have improved the ability to make operational decisions. The NIM has been integrated with business-planning processes and there have been clear improvements in PDR submissions linking personal, force and local BCU objectives.
- Informal data-sharing protocols have been established with MSF group members for data that do not feature within iQuanta in order to allow comparative performance to be monitored against a broader range of indicators.
- The Police Authority performance committee has a growing understanding of performance issues. Its chairman is a long-serving Police Authority member who is developing a positive and dynamic challenge culture.
- The development of IT enables (close to) real-time performance data to be made available for the benefit of BCU commanders and chief officers. Most similar force, BCU, CDRP and ward level data are available, allowing opportunities for benchmarking and comparison.
- The force's internal inspection regime is well resourced and has detailed plans to inspect/review any performance issues identified through the T&CG process, baseline assessment, the policy programme, the risk register or by chief officers' direction.
- The management of the baseline assessment is well structured with areas for improvement (AFIs) subjected to a regime of action and preparation for forthcoming assessments, including the creation of a new 'ambitions for excellence' programme where service owners are required to clearly say how they will achieve excellence in their services. This approach does not, however, apply to all baseline assessment elements and, as currently managed, is not an adequate substitute for effective business planning.

## Work in Progress

- With Home Office approval, Kent Police is developing the Kent crime and victimisation survey, which accesses much larger samples than the BCS and will give breakdown to BCU and CDRP levels. By providing more comprehensive information about citizen

focus issues, it should enable more precise action to be taken to improve customer satisfaction and confidence in the police and reduce fear of crime.

### **Areas for Improvement**

- At the time of this assessment, while it is accepted that BCUs received some scrutiny during thematic PORs, each BCU was likely to go in excess of a year without the specific focus of a POR. BCU commanders did not attend and were not held to account at the performance management committee; and monthly BCU commanders meetings chaired by ACC (area operations) covered a wide range of issues besides performance improvement. Opportunities are being missed in relation to driving performance improvement due to the infrequency of formal dynamic performance meetings (and follow-up) at force level during which BCU management teams can be assessed, challenged and supported.
- There is a need to formalise the way in which the small number of HQ departments that have an indirect impact on the force's overall performance are held to account.
- Systems for holding managers and teams to account for performance within BCUs vary. Without detriment to local innovation, it should be possible to introduce a performance management framework that sets overarching standards for performance management products and processes throughout the whole organisation.
- It is recognised that PIP training within Kent is well developed. Given that the workforce is increasingly young and inexperienced, there is a need to ensure that sufficient BCU resources are trained and possess the appropriate skills to effectively report and investigate allegations of crime.
- There is a need to improve the Police Authority's awareness of performance at BCU level. Members have an important role to play in representing communities in holding the police to account for performance at a strategic level.

## **Appendix 1: Glossary of Terms and Abbreviations**

### **A**

ACC	assistant chief constable
ACMU	area crime management unit
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
AFI	area for improvement
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order

### **B**

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BV	best value

### **C**

CADDIE	Crime and Disorder Data Information Exchange
CDIA	crime and disorder intelligence analyst
CDRP	crime and disorder reduction partnership
CHIS	covert human intelligence source
CIPD	Chartered Institute of Personnel and Development
CJ	criminal justice
CLO	community liaison officer

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COG	chief officer group
CPO	case progression officer
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CSI	crime scene investigation

**D**

DCC	deputy chief constable
DCI	detective chief inspector
DFDG	diversity and fairness delivery group
DNA	deoxyribonucleic acid
DV	domestic violence

**E**

ETMP	effective trial management programme
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**F**

FCC	force communications centre
FCIU	forensic collisions investigation unit
FIB	force intelligence bureau
FTB	force training board

**H**

HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue and Customs
HR	human resource(s)

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HSE            Health and Safety Executive

**I**

IAG            independent advisory group  
ICF            integrated competency framework  
IM            information management  
IPLDP        Initial Police Learning and Development Programme  
IS            information systems  
ISD            information services department  
ISO            information security officer  
IT            information technology  
ITIL            information technology infrastructure library

**J**

JFMP        joint family management programme

**K**

KCC        Kent County Council  
KCJB        Kent Criminal Justice Board  
KPI        key performance indicator  
KPM        Kent policing model  
KPS        Kent Police standard

**L**

LAA        local area agreement  
LCJB        local criminal justice board

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LGBT           lesbian, gay, bisexual and transgender

LRF           local resilience forum

**M**

MAPPA       multi-agency public protection arrangements

MCD           major crime department

MIR           major incident room

MIRSAP       major incident room standardised administrative procedures

MSF           most similar force(s)

**N**

NCHS          National Call-Handling Standards

NCPE          National Centre for Policing Excellence

NCRS          National Crime Recording Standard

NIM           National Intelligence Model

NHP           neighbourhood policing

NRPS          national roads policing strategy

NSIR          National Standards for Incident Reporting

NSLE          National Specialist Law Enforcement Centre

NSPIS       National Strategy for Police Information Systems

**O**

OBTJ          offence brought to justice

OCJR          Office for Criminal Justice Reform

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**P**

P&T	personnel and training
PACG	partnership activity co-ordinating group
PAM	positive absence management
PCSO	police community support officer
PDR	personal development review
PEP	performance enhancement panel
PIP	professionalising the investigative process
PIWG	prison intelligence working group
PND	penalty notice for disorder
POR	performance operational review
PPO	prolific and priority offender
PPAF	policing performance assessment framework
PSA	public service agreement
PSD	professional standards department
PSDB	Police Scientific Development Branch
PSU	police standards unit
PURE	police use of resources evaluation

**Q**

QA	quality assurance
QoSC	quality of service commitment

**R**

RES	race equality scheme
RPU	roads policing unit

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SCU	serious crime unit
SIO	senior investigating officer
SIU	specialist investigation unit
SMT	senior management team
SOCA	Serious Organised Crime Agency
SOPO	Sexual Offence Prevention Order
SRN	strategic road network

**T**

T&C	tasking and co-ordination
T&CG	tasking and co-ordination group

**U**

UKIS	United Kingdom Immigration Service
UNISON	the trade union for people delivering public services

**V**

ViSOR	Violent and Sex Offenders' Register
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**W**

WAVES	witness and victim experience survey
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