

Annual Report 2010/11

& Statistical
Digest



**Kent
Police**

Protecting and serving
the people of Kent

Kent
Police
Authority



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Introduction

This annual report contains information that both Kent Police Authority and the Chief Constable of Kent are required to publish on the performance of the Force for the financial year of April 2010 to March 2011.

Kent Police Authority's vision is to ensure high quality and efficient policing for all communities in Kent and Medway. In meeting this vision, a key role of the Authority and Chief Constable is to agree the annual policing objectives, measures and targets necessary to secure an effective and efficient police service. Each year Kent Police and Kent Police Authority produce a policing plan, Policing Kent, which sets out a three-year strategy and priorities and targets for the year. The policing plan is designed in consultation with partners, national priorities and after consultation with the public.

Policing Kent 2010/2013 had the following priorities:

- Building Public Confidence
- Effectively tackling crime and anti-social behaviour
- Protecting the public
- Making Best Use of Our Resources

This Annual Report details performance against the strategy and targets set in Policing Kent 2010/13. It also contains a financial summary for 2010/11 and provides comparative performance data. A summary of this Annual Report will be included within local policing summaries circulated to every household in Kent and Medway in Autumn 2011.

Plans for how policing in Kent will be delivered over the coming year have now been published. Policing Kent, the Policing Plan for 2011/14 is available on the Kent Police website at www.kent.police.uk, the Kent Police Authority website at www.kentpoliceauthority.gov.uk, or copies can be requested by writing to Kent Police Authority using the contact details below. A public version of the Policing Plan will be sent to every house in Kent and Medway in Autumn which, this year, will be combined with the local policing summaries.

For copies of the 2011/14 Policing Plan, further copies of this Annual Report or to offer feedback please visit Kent Police Authority website at www.kentpoliceauthority.gov.uk or contact:

Kent Police Authority
Gail House
Lower Stone Street
Maidstone
Kent ME15 6NB

Tel: 01622 677055
Fax: 01622 604489
e-mail: kpaenquiries@kent.pnn.police.uk

Please note that the main force contact number for other matters including reporting non-urgent crime is: Maidstone (01622) 690 690

In an emergency where there is threat to life or when a crime is being committed, please call **999**.

Kent Police Authority (KPA)

Kent Police Authority sets the strategic direction for Kent Police and ensures that the views and needs of the people of Kent and Medway are reflected in the way the county is policed. It is responsible for ensuring Kent Police deliver an efficient and effective police service, and demonstrate value for money to the Kent taxpayer.

The Authority:

- Appoints (and if necessary, dismisses) the Chief Constable and other chief police officers;
- Consults with local communities to find out what they want the police to do;
- Sets the budget for the police as well as the level of council tax needed to fund this;
- Determines the strategic direction for policing within Kent and Medway and sets the priority areas for policing;
- Ensures that Kent Police strives for continuous improvement and delivers value for money.

The Kent Police Authority has 17 members:

- Nine elected councillors from Kent County Council and Medway Council appointed by a joint committee in proportion to the combined political balance of those two councils;
- Eight independent members living or working in Kent and Medway selected following local advertisements, at least one of whom should be a magistrate.

KPA members (at 31 March 2011)	
Mrs Ann Barnes JP (KPA Chair)	Independent
Mr Michael Hill OBE (KPA Vice Chair)	Kent County Council
Mr Ian Chittenden	Kent County Council
Mr John Cubitt	Kent County Council
Mr Tom Gates	Kent County Council
Mr Paul Godwin	Medway Council
Mrs Elaine Bolton	Independent
Mr Stephen Hiscock	Independent
Mr Graham Hodgkinson	Independent
Mr Mark Reckless	Medway Council
Mr Steve Salt	Independent
Dr Roger Smith	Independent
Mr Michael Snelling	Kent County Council
Mrs Paulina Stockell	Kent County Council
Mr Tim Thompson	Independent
Mr Andrew Wickham	Kent County Council
Vacancy	Independent

The KPA is supported by (as at 31 March 2011)	
Mr Mark Gilmartin	Chief Executive
Mr David Lewis	Treasurer

2010/11 was the final year of service for Mr Brian Sangha (Independent) who stood down from the Authority on 25th March 2011 to seek election to Gravesham Borough Council in the May local elections.

The Force and Authority wish to place on record their thanks to Mr Sangha for his hard work and dedication on behalf of the Authority.

Independent Member Appointment Process:

The four-year term of office of four Independent Members was due to expire on 31st March 2011. However, given the exceptional circumstances facing Police Authorities and the transition envisaged to Police and Crime Commissioners within the Police Reform and Social Responsibility Bill, the Policing Minister made legislative provision to extend current Members' term of office.

The Police Authority (Amendment No.3) Regulation 2010 laid on 23rd December came into force on the 19th January 2011 without challenge. This regulation extends the term of office of all existing Independent Members of Police Authorities until 10 May 2012, no matter how many terms served.

As a consequence, there was no need for the Police Authority to run an Independent Member Appointment process, or to submit a business case to the Home Office for the extension of existing Member terms.

The terms of office of the following Members have therefore been extended until 10 May 2012:

- Dr Roger Smith
- Mrs Elaine Bolton
- Mr Graham Hodgkinson
- Mr Brian Sangha (although he has subsequently left the Authority)

Contact Us:

More information about the Kent Police Authority, including press releases, publications, reports and minutes of its meetings is available on the KPA website at www.kentpoliceauthority.gov.uk.

The Authority, its Members and officers can be contacted at:

Kent Police Authority
Gail House
Lower Stone Street
Maidstone
Kent ME15 6NB

Tel: 01622 677055
Fax: 01622 604489
E-mail: kpaenquiries@kent.pnn.police.uk

Chief Constable's Annual Report 2010/11

During 2010/11 the force has worked hard to address the financial challenges facing it. We have carefully planned how we will make the year-on-year savings required of us so that we continue to deliver a high standard of service to the public. A significant aspect of this work has been to develop a new model for operational policing which will be implemented during 2011, and to streamline our support functions.

Despite the challenging economic climate, our performance in detecting and reducing crime continued to improve during 2010/11. The force enjoyed particular success in relation to reducing violent crime, burglary (dwelling) and criminal damage.

Building public confidence

Over the last 12 months we have implemented a number of initiatives aimed at increasing public confidence such as maximising the time neighbourhood policing teams spend in their communities engaging with people and tackling local issues. By introducing a tool which provides us with a picture of community priorities using information from different sources, we have been able to tackle issues that really matter to the public.

Last year saw our neighbourhood officers become more visible and accessible through the use of hand held mobile data terminals. Their introduction has reduced bureaucracy and paperwork so that they are able to spend more time in their communities. They have also allowed us to capture the views of members of the public and update them on forthcoming meetings and opportunities to meet their local policing teams.

Neighbourhood Task Teams have continued to support our neighbourhood teams, partners and communities by tackling and resolving problematic local issues. We have 14 teams comprising 84 officers deployed across the county in locations that cause the most concern to people.

Through 'Our Every Contact Counts' training we are ensuring that all frontline officers and staff deliver the highest possible standards of service when interacting with members of the public. It will give a clear understanding as to what is expected, and provide support in ensuring quality is ingrained in everything we do.

Creating a centralised Witness Care unit has allowed us to take an enhanced approach to the care of victims and witnesses once an offender has been charged. Phase one of our Virtual Courts pilot has proved successful in moving defendants through the court process more effectively and efficiently thereby providing a swifter service to victims of crime. We have also taken steps to increase the use we make of the Victim Support Scheme by ensuring that victims are aware of the support it can provide to them.

Effectively tackling crime and anti-social behaviour

Our performance in detecting and reducing crime has continued to improve. A year-on-year comparison shows that violent crime has reduced by 5.3% (1,255 fewer offences), burglary (dwelling) has reduced by 4.2% (223 fewer offences) and criminal damage by 6.0% (1,364 fewer offences).

The introduction of a dedicated team in each policing area to tackle burglary and vehicle crime also helped us to detect more of these crimes. The sanction detection rate¹ for burglary (dwelling) increased by 5.3 percentage points and for vehicle crime by 8.8 percentage points.

¹ Sanction detection refers to charge/summons, caution, issue of a penalty notice, formal warning for cannabis, or taken into consideration by a court (as appropriate for the offence).
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We have continued to effectively tackle anti-social behaviour. During 2010/11 we made a commitment to attend all incidents involving repeat or vulnerable victims. By focusing resources on those communities experiencing the largest number of high priority anti-social behaviour incidents and engaging with repeat victims we have achieved an 11.0% reduction (3,829 fewer incidents). We have also produced a revised anti-social behaviour strategy. It will see us taking a new approach to its management based upon assessing the level of harm that anti-behaviour causes to individuals and communities and using this information to prioritise attention where it is most needed.

Restorative Practices are now embedded and used on a daily basis across the force. The process brings victims and offenders together in a safe environment to address the consequences of the offending behaviour. It offers victims the opportunity to ask them questions or receive an apology and encourages offenders to face up to what they have done, make amends and turn away from crime. Restorative Practices have been used on 1,020 occasions over the last year and were received very positively by the members of the public involved.

As part of our ongoing commitment to reduce violent crime we began to deliver our new violent crime strategy during the course of the year. By identifying a range of interventions the strategy is helping us, together with our partners, to reduce re-offending and repeat victimisation across a range of offences including domestic abuse, hate crime and sexual offences. In particular, we have focused on the key catalysts for violent crime of drugs, alcohol and mental health problems, as well as the use of guns and knives through our participation in the national Tackling Knives Action Programme.

Working with our partners, we have improved our service to the victims of domestic abuse through the continued use of Independent Domestic Violence Advisers, Multi Agency Risk Assessment Conferences and Specialist Domestic Violence Courts. The introduction of First Attendance Management packs has helped officers to maximise detection opportunities and provide an excellent service in terms of victim satisfaction.

Protecting the public

The force has continued to significantly increase its resilience in relation to the delivery of Protective Services. Our performance has been measured against a set of national minimum standards. We achieved or exceeded these standards ahead of the target date of 31 March 2011 and were assessed by the National Policing Improvement Agency as the first force in the country to do so. For the second year in succession, they have recommended our approach to improving protective services to every police force in England and Wales.

We have established a joint Serious Crime Directorate with Essex Police as part of our collaboration. Forming part of the new directorate, the Serious and Organised Crime Unit has worked to reduce the harm that Organised Crime Groups cause across both counties. Eight operations have been successfully completed including investigations into the supply of drugs, burglary, money laundering and the trading of firearms. The Cold Case Team have also had notable success with investigations into historic rape offences. In the last year two significant convictions were secured in relation to offences occurring in 1986 and 1989 and investigations are continuing into other historic crimes.

The force has worked hard to make the people of Kent and Medway feel safe when using the county's roads. Through a range of initiatives with our partners, we have seen a 25.6% (46 people) reduction in the number of motorcyclists killed or seriously injured in road traffic collisions. We have tackled speeding in villages and residential areas as well as aggressive driving. Our locally based motorcycle units have supported neighbourhood policing teams to target the anti-social use of vehicles. This year also saw the use of enforcement cameras extended so that we were able to crack down not just on speeding motorists but also those who fail to wear seat belts or use hand-held mobile phones whilst driving.

Making best use of our resources

Over the last 12 months we have continued to provide cost effective services and value for money to the people of Kent and Medway. However, in common with all forces we are operating in an extremely challenging and unprecedented financial climate. As a result of the Government's Comprehensive Spending Review the force must find savings of £50m by the end of the financial year 2014/15. We have begun to identify these savings and have achieved cashable savings of £3,900,00 in relation to pay and £6,700,00 in relation to non-pay during 2010/11. The cost of overtime to the force has been reduced through the introduction of a Central Force Resourcing Unit in April 2010. This has allowed us to manage demand more effectively at a reduced cost.

In response to the financial challenge facing us, we have developed a new structure for the delivery of policing which will allow us to deliver an effective policing service with less resources. Our new model has been informed by detailed work to assess the demand for policing and ensures that we are available where and when we are needed through informed allocation of our resources and shift patterns matched to demand.

We have continued our collaboration work with Essex Police as well as working with other police forces and partners to help us to achieve value for money whilst continuing to deliver high quality services and improve productivity and efficiency. Key initiatives with Essex Police this year have included:

- The formation of the first joint Serious Crime Directorate in the country;
- Establishing a joint procurement unit; and
- Introducing a combined Information Technology Directorate.

Chief Officers in Post (as at 31st March 2011)	
Chief Constable	Mr Ian Learmonth
Deputy Chief Constable	Mr Alan Pughsley
Assistant Chief Constable	Mr Gary Beautridge
Assistant Chief Constable	Mr Andy Adams
Assistant Chief Constable	Mr Allyn Thomas
T/Assistant Chief Constable	Mr Gareth Wilson
Director of Finance and Administration	Mr Simon Redman
Joint Kent and Essex Director of IT	Mr Andy Barker

Kent Police Authority's Commentary on Performance

The challenges facing the police service locally and nationally are immense. A new government has meant a new policing landscape, and a re-writing of the strategic performance objectives for police forces. The Home Secretary scrapped the confidence agenda and Policing pledge in 2010 as part of a commitment to reduce top down performance targets. Instead, Forces have been instructed to 'cut crime, no more, no less'. Cut crime is indeed what Kent police did over the last financial year. 2010/11 also saw the Comprehensive Spending Review that has led to the announcement of unprecedented cuts of around 20% for the Police Service. This equates to a funding reduction of £50m for Kent over the next 4 years. Further, government proposals to introduce Police and Crime Commissioners will radically change the shape of police accountability and governance, and will lead to the abolition of Police Authorities in their current form from May 2012 if the current bill gains royal assent.

Amongst this shifting national landscape, Kent Police has also faced change. A new Chief Constable, Ian Learmonth, was appointed in August 2010 and a new Deputy Chief Constable, Alan Pughsley, was appointed in March 2011. Yet despite these changes, locally and nationally, 2010/11 has been another successful year for Kent Police and Kent Police Authority. Of the 27 targets within the 2010/11 Policing Plan, 18 were achieved and 26 showed improvement on 2009/10 performance. Importantly, crime has been reduced for yet another year running, generating reductions in excess of 28% over the last 4 years. Further, satisfaction levels with the police service in Kent are rising, and Kent Police were the first Force nationally to achieve 100% compliance with the Protective Services Minimum Standards.

Performance in tackling both crime and anti-social behaviour improved during 2010/11. Over the year, there were 920 fewer crimes, a reduction of 0.9% and 1,746 fewer incidents of ASB, a reduction of 2.2% compared to 2009/10. Further there were 5.3% fewer violent crimes (1,255 fewer than 2009/10), 6.0% fewer instances of criminal damage (1,364 fewer offences than 2009/10), 4.2% fewer burglaries (223 fewer offences than 2009/10) and 2.6% fewer car crimes (280 fewer offences than 2009/10). Given the significant reductions already achieved over recent years, the Force is to be commended on another year of excellent results. Many of these successes are also due to closer partnership working, and the Authority recognises that the police cannot reduce and solve crime by themselves. Multi-agency work through Community Safety Units, Offender Management Units and domestic violence Multi Agency Risk Assessment Conferences (MARACs) has been extremely effective. Further, multi-agency operations such as Operation Radical have helped to tackle crime and bring offenders to justice.

Over 2010/11 theft and handling proved to be a problem for the Force and was the only significant crime category to see an increase over the year. Compared to 2009/10 there was an increase of 9.8% in theft and handling (a rise of 2,596 offences). That the Force was able to generate an overall reduction in crime, despite the significant rises in this crime category is testament to the excellent reductions it achieved in other areas. The magnitude of the rise in theft and handling was peculiar to Kent, and not seen in the most similar group of forces. It was largely attributable to increases in shoplifting and theft other, which includes metal thefts and the theft of cash, credit cards and mobile phones. This is a crime category heavily influenced by the economic climate, and has proportionately increased by 2.7 percentage points over the year to make up 27.6% of all crime. During the course of the year, the Force has implemented a number of tactical and strategic plans to address the rise in theft and handling, and these will continue into 2011/12. Notably, a Business Crime Strategy has been produced, and the Force will liaise at a strategic level with supermarkets and fashion stores to address shoplifting. Operations have also been put into place to tackle metal thefts, and the resale of stolen goods at scrap metal yards.

It is also disappointing to see that the all crime sanction detection rate fell over 2010/11, despite some excellent increases in certain crime categories such as the serious acquisitive crime sanction detection rate which rose by 7.7 percentage points to 25.5% placing the Force 5th nationally. The all crime

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sanction detection rate, by contrast, fell by 1.9 percentage points to 31.5%. This was not a policing plan measure over 2010/11 and this may well have been a contributory factor in its decline. The Authority has recognised that it set a large number of targets during 2010/11 and it is not always possible to keep 'all the plates spinning'. Within the 2011/12 Policing Plan it has therefore reduced the number of targets to 10 key outcome based measures, and reintroduced the all crime sanction detection rate as an area of priority.

During 2010/11 the Authority and Force committed to attending all crime and repeat and vulnerable victims of anti-social behaviour, as part of our commitment to providing a quality service to the residents of Kent and Medway. During the year, the Force attended 96.1% of reported crimes and 97.9% of repeat and vulnerable victims of ASB. Further, there were steady rises in satisfaction with the Force and an improvement of 5.9 percentage points in perceptions of ASB in the county (British Crime Survey). The Force also rolled out restorative practice to all Basic Command Units (BCUs) during the year, and 1,020 incidents were dealt with restoratively during 2010/11. This innovative approach to tackling crime and anti-social behaviour brings together victims, offenders and communities to decide on an appropriate response to a particular crime or incident. Involving the public in seeing justice delivered and making sure that people can have a say on local policing priorities is at the heart of the policing model in Kent.

Fortunately, Kent has very little serious crime and is a safe place to live and work. However, when serious incidents arise, Kent Police has excellent teams to tackle it, and prevent harm to the public. In February 2011 Kent Police became fully compliant with all the standards and definitions with the ACPO Protective Services Minimum Standards and was the first Force nationally to do so. These define the minimum threshold standards that all Forces should achieve to ensure that they are well equipped to deal with serious incidents. During 2010/11 Kent's collaboration work with Essex has continued to go from strength to strength and now includes collaboration on serious crime, marine, air support, procurement, IT and transport. The Serious Crime Directorate (SCD), a collaborative unit, achieved a 60.5% reduction in the harm score of organised crime groups (OCGs) including operations relating to theft, car key burglary, human facilitation and the importation and supply of class A drugs. Collaboration with Essex has enabled the Force to deliver increased capability, capacity and resilience whilst also benefiting from efficiency savings and improved access to resources.

2010/11 was a challenging year financially. Following the Comprehensive Spending Review, Kent has begun making plans to reduce £50m from its budget over the next four years. These unprecedented cuts will mean that the Force and Authority have to examine our systems and processes to ensure that we have the right policing model to deliver the best policing service to our communities within the financial constraints. During the year, a programme of internal and external reviews have taken place to identify where Kent Police can make savings, and over 2011/12 a new policing model will be implemented that places neighbourhood policing at the heart of service delivery. The Force and Authority have an excellent record of delivering against savings and efficiency requirements, and we are confident that we will not only meet the medium term financial challenges, but will continue to deliver a quality service to the residents of Kent and Medway.

* A summary of performance against each Policing Plan target for 2010/11 is presented in tabular form over the next few pages.

Progress towards Strategic Ambitions

In 2009/10, the Force and Authority set four stretching strategic ambitions for the next three years. These ambitions were set to take us to March 2012, with annual objectives and targets each year acting as milestones. However, during 2010/11 a number of announcements, including the abolition of the confidence agenda and Use of Resources assessments, made a number of the strategic ambitions redundant. For 2011/12 the decision has been taken to discontinue the strategic ambitions. This Annual Report presents performance on the strategic ambitions as set out in Policing Kent 2010/13.

Building public confidence

- Top 10 nationally (out of 43) and top 2 in our Most Similar Group (MSG) of eight forces for public confidence as measured by the British Crime Survey (BCS) by March 2012

Due to the abolition of the single confidence measure by the Home Secretary, this strategic ambition was removed from the Policing Plan mid-year.

Effectively tackling crime and anti-social behaviour

- Top 10 nationally and top 2 in our MSG for 'all crime' as measured by police recorded crime by March 2012

2009/10 = 13 th nationally, 4 th within the MSG	64.0 crimes per 1,000 population
2010/11 = 17 th nationally, 4 th within the MSG	63.4 crimes per 1,000 population

2010/11 Policing Plan target = 59.3 crimes per 1,000 population

NOT ACHIEVED

Protecting the Public

- Meeting or exceeding the standard across every Protective Service inspected by HM Inspector of Constabulary (HMIC) by March 2012

Progress against this strategic ambition is currently being measured by the percentage of definitions from the ACPO Minimum Standards being met. As of March 2010, the Force had met 92.6% of the definitions. By February 2011, the Force had achieved 100% compliance with the Minimum Standards.

2010/11 Policing Plan target = 100% compliance

ACHIEVED

Making Best use of our Resources

- Achieve level 4 in the Use of Resources (UOR) Assessment as measured by the Audit Commission by March 2012

As Use of Resources (UoR) assessments have ceased, this strategic ambition was removed from the Policing Plan mid-year.

Commentary on Policing Plan Objectives

Priority 1: Building Public Confidence

Objective	Measure	Target	Performance April 2010 – March 2011	
Improving public confidence	The number of recorded complaints per 1,000 officers	Reduced to 296 per 1,000 officers	✓	<p>ACHIEVED: 291 complaints per 1,000 officers</p> <p>Over 2010/11 there were 1,094 complaint allegations, a 7.9% reduction (94 fewer allegations) than 2009/10. The Professional Standards Department (PSD) receives, monitors and investigates complaints against the officers and staff of Kent Police. All complaint allegations are taken seriously and Kent Police Authority places a strong focus on ensuring high standards through regular inspections of complaints. During 2010/11 the Professional Standards Department introduced a strategy using staff conduct reviews, lessons learnt and Management Action as positive development tools to ensure that any failings in knowledge, performance or attitude were addressed and not repeated. A focus on the complaints process has also helped to ensure better, and more timely recording of complaints allegations and more effective solutions to the root causes of complaints issues.</p>
	The percentage of complaint allegations locally resolved	Increase to 40.0%	✓	<p>ACHIEVED: 40.9% of complaints locally resolved</p> <p>Over 2010/11 there was a 22.1% increase in the number of complaint allegations locally resolved. Over the last year the Force has been committed to ensuring that any complaints it does receive are handled more quickly, and where possible are resolved at a local level, by a local officer. Bespoke training has been provided to supervisors and managers across the county to empower them to address local concerns and to intervene quickly, robustly and in a way that meets the needs of the public and staff concerned. Staff have been encouraged to make early contact with complainants, and where possible to address issues of concern before they enter the complaints process.</p>
Improving Victim Satisfaction	Overall Violent Crime victim satisfaction with the service provided	Increase to 84.0%	✗	<p>NOT ACHIEVED: 83.2% of violent crime victims satisfied with the service provided</p> <p>Although the target was not achieved, there has been a 2.1 percentage point improvement in violent crime satisfaction over 2010/11. However, increases in satisfaction over the first 6 months of the year mask a flatline in satisfaction between October 2010 and March 2011. The Force has undertaken detailed analysis of the reasons for dissatisfaction, and has identified that improving satisfaction with follow up, and the actions taken by officers is key to improving overall satisfaction. Comments from victims who are dissatisfied are often related to feeling that the police had not done enough to investigate the crime, or bring the offenders to justice. This was also linked to a lack of updates being provided and officers / staff not sufficiently explaining what had been done and why. Results of the survey analysis and focus groups held by Corporate Development were fed into a Violent Crime Silver Forum that oversees performance improvement and informed a 'reality test' conducted by the Force Inspectorate in January and February 2011. This aimed to test whether Force policies and processes were being implemented in practice. Recommendations from this inspection are currently being implemented.</p>

	Overall Racist incident victim satisfaction with the service provided	Increase to 84.0%	✘	<p>NOT ACHIEVED: 83.2% of racist incident victims satisfied with the service provided</p> <p>Although the target was not achieved, satisfaction levels of victims of racist incidents increased by 1.3 percentage points compared to 2009/10. However, as for violent crime satisfaction, decreases with satisfaction with actions taken and follow up in the latter part of the year meant the target was narrowly missed. Key factors for dissatisfied victims were a perceived lack of action, including gathering evidence, speaking to witnesses and arresting offenders, a lack of resolution of on-going issues, and slow responses. To improve follow up, a policy was introduced that requires a neighbourhood officer to contact the victim and identify / assess any ongoing issues. A hate crime problem profile was also created, which recommends a number of actions to improve satisfaction and confidence within minority groups. Progress against the recommended actions is monitored through the Hate Crime Forum.</p>
	Overall victim satisfaction with the service provided	Increase to 88.0%	✘	<p>NOT ACHIEVED: 87.8% of all victims satisfied with the service provided</p> <p>Whilst not achieved, the target was missed by only 0.2 percentage points, and performance improved on last year by 0.6 percentage points. Comparatively, the Force is 2nd within its most similar group of Forces. Over 2010/11 the Force has implemented a number of areas of good practice and initiatives, including:</p> <ul style="list-style-type: none"> ○ A contact management system to monitor whether a victim has received updates on progress where required ○ A 'Minimum Standards for Victims of Crime' setting out what staff should provide in every instance ○ Benchmarking with the best performing Forces nationally to inform the 'Every Contact Counts' training course ○ Early resolution of any issues of dissatisfaction ○ A commitment to attend all victims of crime and repeat or vulnerable victims of anti-social behaviour (ASB) <p>The Force will need to harness this good practice, alongside implementation of recommendations from the satisfaction 'reality test' to further improve satisfaction levels. Satisfaction levels for victims of violent crime are a key driver of overall satisfaction, and in particular, declines in satisfaction with actions taken has negatively impacted the measure. It is important that this trend is addressed as satisfaction with actions taken (all users) features as a 2011/12 Policing Plan target.</p>
<p>Improving visibility, accessibility and responsiveness</p>	Percentage who have seen a neighbourhood officer, PCSO or community warden patrolling in their area recently	Increase to 52.0%	✘	<p>NOT ACHIEVED: 49.6% have seen a neighbourhood officer, PCSO or community warden patrolling recently</p> <p>Whilst the target was not achieved, the visibility of neighbourhood resources increased by 2 percentage points over 2010/11 compared to 2009/10 (47.6%). Further, general awareness and interaction with neighbourhood teams has increased, demonstrated by increases in the proportion of people who knew they had a neighbourhood officer/PCSO, knew how to contact them and knew them by name and sight. The Authority recognises that visible policing is an area of high priority for the public. The Force has minimised tasks that fail to add value or create bureaucracy to ensure that officers are able to spend as much time as possible away from the office and more time in the community addressing issues of local concern. Over the coming year, the Force will be restructuring to place Neighbourhood Policing at the heart of its new policing model. A targeted use of resources will see an increase in neighbourhood officers, and a demand-led shift system will ensure that there are more staff on duty at the times when they are most needed. The Authority is confident that this will lead to increased integration within local communities, and increase public confidence and satisfaction with the policing service.</p>

	Percentage of immediate calls attended within 15 minutes in urban areas	Increase to 85.0%	✓	<p>ACHIEVED: 87.3% of immediate calls attended within 15 minutes in urban areas</p> <p>ACHIEVED: 87.4% of immediate calls attended within 20 minutes in rural areas</p> <p>Compared to 2009/10, there was an increase of 9.1% in urban incidents attended within 15 minutes, and 12.2% in rural incidents attended within 20 minutes. The ability to rely upon the Police service to be there when most needed is a priority for the public, and formed a key part of the Policing Pledge. Whilst the Policing Pledge has now been scrapped by the government as part of a focus on removing top-down targets, there are some important parts of this pledge that the Force and Authority would want to retain. In particular, responsiveness and timeliness in accordance with quality service delivery are key components of an efficient and effective police service. This target was achieved through a tactical delivery plan that addressed a wide range of issues to improve the process of command and control, from receipt of the 999 calls, through to the distribution of response vehicles throughout the county, and by time of day. The time from initial contact to the dispatch of the nearest appropriate resource was reduced and a daily tasking and co-ordinating group process was introduced. The Force aims to further improve its responsiveness and timeliness over the coming year through a 'borderless' response function. Response will become a centrally owned rather than locally owned function, and the nearest resource will attend an incident, regardless of 'artificial' borders.</p>
	Percentage of immediate calls attended within 20 minutes in rural areas	Increase to 85.0%	✓	

All Crime and Anti-Social Behaviour (ASB) Attendance

During 2010/11, the Force and Authority made a commitment to attend all victims of crime and repeat and vulnerable victims of anti-social behaviour (ASB). Over the course of the year, the Authority monitored performance against this commitment, to ensure a high attendance rate².

i) Crime Attendance

The Force attended 96.1% of reported crimes – excluding those where the victim specifically requested police not to attend.

ii) ASB Attendance

The Force attended 97.9% of repeat and vulnerable ASB incidents – excluding those where the victim specifically requested police not to attend. Immediate and high graded incidents had a 99.4% attendance rate, and scheduled calls had a 93.5% attendance rate.

² Data from 10th May 2010 to March 2011

Priority 2: Effectively tackling crime and anti-social behaviour

Objective	Measure	Target	Performance April 2010 – March 2011	
Reducing Crime and Anti-social Behaviour	The level of recorded All crime per 1,000 population	Reduce to 59.3 per 1,000 population	✗	<p>NOT ACHIEVED: 63.4 per 1,000 population</p> <p>Although the target was not achieved, over 2010/11 there were 920 fewer crimes than in 2009/10, which equates to a 0.9% reduction. Further, over the last 4 years recorded crime in Kent and Medway has reduced by more than a quarter (28%). During 2010/11 the Force achieved good reductions across most crime categories, with the exception of theft & handling:</p> <ul style="list-style-type: none"> ○ Violent crime: -5.3% ○ Criminal Damage: -6.0% ○ Burglary Dwelling: -4.2% ○ Vehicle Crime: -2.6% ○ Theft & Handling: +9.8% <p>Although the Force took action to address the Force-wide rise in theft and handling, plans did not take significant effect until midway through the year when the significant increase was always going to be difficult to recover. The Force has developed a business crime strategy and is working closely with store managers to address shoplifting. A Theft and Handling Strategic Assessment was also commissioned and its recommendations implemented. In 2010/11, the proportion of all crime attributable to theft & handling was 27.6%, up 2.7 percentage points compared to 2009/10 (24.9%).</p> <p>2010/11 was effectively a year of two halves for all crime performance, which saw increases in the first 6 months, followed by decreases in the second. The reductions in crime during Sept - March coincided with the reintroduction of a performance accountability framework and a new Area Operations Strategy. Each BCU was also asked to submit a tactical delivery plan to address increases in all crime and to increase sanction detection rates. The best practice and lessons learned from 2010/11 will be harnessed to ensure continued all crime reductions into 2011/12.</p>
	The number of anti-social behaviour incidents that have been identified as the highest priority for the public in Kent and Medway	Reduce to 33,014 incidents	✓	<p>ACHIEVED: 30,923 high priority ASB incidents</p> <p>Compared with 2009/10, the number of ASB incidents identified as the highest priority reduced by 11.0%. In addition, the total number of ASB incidents also fell by 2.2%. The target was achieved through a focussed use of resources against areas with the highest volume of high priority ASB incidents, as well as effective engagement with ASB repeat victims. The Force and Authority recognise dealing with ASB to be every bit as important as dealing with crime, and over 2010/11 began the process of revising the Force's ASB strategy to undertake a harm-based approach. This new strategy will deliver an improved service to victims of ASB and will ensure the Force's resources are focussed on those incidents that cause individuals and communities harm. The reduction in ASB incidents, and the focus placed on tackling ASB when it arises has been reflected in British Crime Survey perception data. Based on the latest data available for year ending December 2010, the proportion of those who perceive ASB to be a significant issue in their community has fallen by 5.9 percentage points (from 19.7% to 13.8%)</p>

	The level of Violent Crime per 1,000 population	Reduce to 13.2 per 1,000 population	✗	<p>NOT ACHIEVED: 13.4 per 1,000 population</p> <p>Although the target was narrowly missed, the Force achieved a reduction of 5.3% during 2010/11, compared to 2009/10 and had the lowest level of violent crime for 7 years. Violence against the person accounts for 89.9% of violent crime, and this category reduced by 6.1% over the financial year whilst sexual offences (+2.3%) and Robbery (+1.5%) increased marginally. Activity to reduce violent crime was focussed on the top 30 wards with the greatest volume of offences. Problem profiles were completed to support targeted activity, with additional resources provided to focus on specific issues where necessary. Town centres, for example Maidstone High Street and Chatham River Ward focussed on night time economy issues – that is, violence associated with bars, clubs and evening drinking. Bespoke plans were produced for each ward, and the district Chief Inspector was held to account for delivering tactical operations. Domestic Abuse is also a significant proportion of violent crime, and was the subject of partnership engagement and activity, such as the use of Independent Domestic Violence Advisors (IDVA) and Multi Agency Risk Assessment Conferences (MARAC) to improve victim focus.</p>
	Rollout of Restorative Practices	Restorative practice operating in all 6 BCUs	✓	<p>ACHIEVED: All 6 BCUs operate restorative practice</p> <p>Restorative practices are now embedded in all six policing areas, and are used on a daily basis. During 2010/11 the Force recorded 1,020 restorative practices. The Authority and Force recognises the benefits of restorative practice in reducing first time entrants into the criminal justice system, saving officer time and increasing officers' use of discretion. However, it was recognised that there is a tension between the use of restorative practices and the sanction detection rate, which, for Home Office purposes, does not count restorative practice as a detection. The 2011/12 Policing Plan includes restorative practice within a locally defined sanction detection rate target and the Home Office Counting Rules that govern sanction detections is currently under review.</p>
Ensuring a high detection rate	Serious Acquisitive crime Sanction Detection Rate	Increase to 22.8%	✓	<p>ACHIEVED: 25.5% of serious acquisitive crime detected</p> <p>Compared with 2009/10, the proportion of serious acquisitive crimes detected increased by 7.7 percentage points. Serious acquisitive crime includes; theft of a motor vehicle, theft from a motor vehicle, burglary (dwelling) and robbery. Kent is now 2nd within its most similar group of Forces and ranked 5th nationally. The target was achieved through a dedicated tactical focus on burglary and vehicle crime investigation. Best practice was shared across the Force through a bi-monthly Serious Acquisitive Crime Forum, and BCU peer reviews. The formation of a Force Tactical CID Reserve also brought together the best officers from across the county to deploy against performance risks or opportunities. This team detected over 1,000 offences in 3 months and turned around performance in BCUs who were struggling to achieve the Policing Plan target.</p>
Tackling repeat victimisation and repeat offending	Percentage of repeat incidents of domestic abuse reviewed at MARACs	Kent: no more than 28.0%	✓	<p>ACHIEVED: 14.9% reviewed at MARACs in Kent</p> <p>ACHIEVED: 13.0% reviewed at MARACs in Medway</p> <p>93 cases of 626 reviewed at MARACs were repeat cases in Kent, and 18 of 138 were repeat cases in Medway. MARAC co-ordinators work with agencies to ensure that they are identifying and referring repeat incidents so that it is not solely reliant upon the victim informing the police that an incident has occurred. The non-police referral rate in Kent and Medway is improving, and is extremely encouraging, particularly as in some areas multi-agency referrals are now exceeding that of the police. This reflects the good working practices forged through the MARAC.</p>
		Medway: no more than 28.0%	✓	

	Repeat victimisation of those aged 0-19	Reduce to 8.2%	×	<p>NOT ACHIEVED: 10.0% repeat victimisation</p> <p>Although the target was not achieved, the rate of repeat victimisation fell by 0.7 percentage points compared with 2009/10 (10.7%). The total number of offences committed against repeat victims aged 0-19 also fell by 10.6%. Performance improved in the second half of 2010/11 following targeted prevention activity. An analytical problem profile showed a higher rate of repeat victimisation for those aged 16-19 suffering from violence. Crime prevention activity took place at the first report of violence for these victims, and included hotspots for night-time economy. Despite not achieving the target, the Authority is pleased to see the reduction in repeat victimisation and the targeted preventative work put into place.</p>
	Repeat Offending rate of those aged 10-19	Reduce to 35.0%	×	<p>NOT ACHIEVED: 43.7% repeat offending</p> <p>Compared to 2009/10 the repeat offending rate increased by 6.2 percentage points, and the total number of offences committed by repeat offenders increased by 3.2%. Whilst it is acknowledged that this target is adversely impacted by the detection of TICs (taken into consideration), reducing repeat offending is an important priority. Offenders within the 10-19 age group are some of the most prolific volume offenders, and reducing their repeat offending would have a significant impact on overall crime volumes. This is the only Policing Plan target to have shown a deterioration on last financial year, and it is disappointing that the target was exceeded by some 8.7 percentage points. Tactical activity, including the effective management of repeat offenders sits within the remit of Offender Management Units (OMUs) and BCU Community Safety Units (CSUs). In the future, CSUs and OMUs will be integrated to provide a multi-agency approach to managing repeat offenders.</p>

Priority 3: Protecting the public

Objective	Measure	Target	Performance April 2010 – March 2011	
Developing our Protective Services capability	Percentage of standards and definitions from ACPO Protective Services Minimum Standards met	100%	✓	<p>ACHIEVED: 100% of ACPO Minimum Standard met</p> <p>Kent Police achieved full compliance with the minimum standards on 22nd February 2011, and was assessed by the National Policing Improvement Agency (NPIA) as being the first Force in the country to do so. The NPIA also recognised good practice through Authority oversight on the Force Protective Services Review Board, which acted as a scrutiny board for delivery of the standards and definitions within the minimum standards. The Protective Services Improvement Team, which consisted of a Chief Inspector, a Detective Inspector and a Protective Services Improvement Officer, were a dedicated resource to ensure that the evidence of compliance will stand independent scrutiny and the test of time. The Force and Authority is committed to maintaining compliance with the minimum standards, and opportunities for going beyond the minimum will be explored during 2011/12.</p>
	Protecting the public from serious and organised crime	The harm score of organised crime groups that have had operations commissioned against them and which are completed during 2010/11	Reduce by 25%	✓
The level of serious violent crime per 1,000 population		<p>Kent: reduce to 0.397 per 1,000 population</p> <p>Medway: Reduce to 0.469 per 1,000 population</p>	<p>✓</p> <p>✓</p>	<p>ACHIEVED: 0.372 per 1,000 population in Kent</p> <p>ACHIEVED: 0.467 per 1,000 population in Medway</p> <p>Compared with 2009/10, Kent achieved a 10.3% reduction in serious violent crime (60 fewer) and Medway achieved a 6.3% reduction (8 fewer). As for violent crime, the Force approach was to focus tactical activity on those wards with the greatest volume of offences. Through the production of problem profiles for high volume areas, the Force was able to effectively and efficiently direct its resources to gain the highest performance dividends. Night time economy issues were tackled through proactive initiatives such as the SOS bus, the Street Pastor scheme and meet and greet initiatives. Each BCU also introduced a local Violence Forum that shared intelligence and best practice.</p>

	Rape sanction detection rate	Increase to 32.1%	✓	<p>ACHIEVED: 34.5% of rapes detected</p> <p>Compared to 2009/10 the rape sanction detection rate increased by 4.8 percentage points from 29.7% to 34.5%. This significant improvement was driven by a recovery plan, which created a rape review team responsible for reviewing all filed and undetected adult rape cases. By focussing on those BCUs that were significantly underachieving at that time, the team worked closely with BCU rape investigators, offering advice and guidance and facilitated early interventions with the CPS. This dedicated central resource proved to be an effective intervention.</p>
Making the roads safer	The number of people killed or seriously injured in road traffic collisions whilst travelling on a motorcycle	Reduce to 172	✓	<p>ACHIEVED: 134 people killed or seriously injured</p> <p>Compared with 2009/10, the number of people killed or seriously injured on a motorcycle in road traffic collisions has decreased by 25.6% or by 46 incidents. This meant that the Policing Plan target was significantly exceeded. This was achieved through a wide range of intelligence-led and partnership based interventions such as the co-ordinated use of mobile and fixed camera resources, widespread use of roadside scooter testers, the use of, and publicity of, two unmarked police bikes and intelligence-led deployment of roads policing officers on key roads and at key public events. This reduction in motorcycle KSIs is part of wider success in reducing casualties and injuries on the roads of Kent and Medway that has also seen Kent exceed its national targets.</p>

Priority 4: Making Best Use of Our Resources

Objective	Measure	Target	Performance April 2010 – March 2011	
Demonstrating increasing efficiency	The value of recurring cashable savings	£10,200,000	✓	<p>ACHIEVED: £10,617,000 savings identified</p> <p>A target for all budget managers and business managers to achieve a 5% saving from their controllable budget was achieved. A further £2.7m saving required as a result of government grant reduction was also achieved through a reduction in maintenance and holding police officer vacancies. The Force Resource Unit has also been extremely effective in reducing costs by planning resources in such a way that overtime costs have significantly reduced. Kent Police and Police Authority have been extremely effective at driving through savings over a number of years, and we remain confident that we will continue to do so over the next 4 years of the CSR period.</p>
Supporting and developing our workforce	The short-term sickness rate for police officers and staff	Reduce to 32.4 working hours lost per member of staff	✓	<p>ACHIEVED: 29.3 short term hours lost per member of staff</p> <p>Compared with 2009/10 the short-term sickness rate for police officers and staff reduced by 4.6 hours from 33.9 hours to 29.3 hours. The level of sickness in 2010/11 shows that the Positive Attendance Management process is working well and supports officers and staff back to work. This is the eighth year in a row that absence figures have fallen, and the Force continues to focus on reducing the time lost through sickness for both officers and staff.</p>
	The completion rate of PDRs within 60 days for police officer and police staff	Increase to 85%	✓	<p>ACHIEVED: 97.5% of PDRs completed within 60 days</p> <p>Compared with 2009/10 the completion rate for PDRs increased by 49.8 percentage points, a significant improvement. This was an area of concern during 2009/10 and the Authority is therefore pleased to see the improvement made by the Force over the current financial year. The target was achieved through improvements in processes and systems that enabled more effective monitoring of progress against targets, and also through increasing managers' awareness of the importance of completing PDRs in a timely manner.</p>
	The number of female officers in supervisory and management ranks (Sergeant and above)	Increase to 161	✗	<p>NOT ACHIEVED: 159 females in supervisory ranks</p> <p>The Force continues to strive towards increasing the number of female police officers in supervisory and management ranks. However, due to the current financial climate and limited promotion opportunities it has not been possible for the Force to achieve this target. However, proactive talent management has continued to support females preparing for future promotion opportunities through development programmes such as 'Springforward' and support workshops.</p>

Treasurer's Statement

The Statement of Accounts records the expenditure and income of the Kent Police Authority (KPA) during the financial year 2010/11 and its financial position at the 31 March 2011. The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting', International Financial Reporting Standards and the 'Best Value Accounting Code of Practice' published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

For the purposes of this summary statement some modifications have been made to provide less technical and more meaningful information.

A full copy of the Authority's Statement of Accounts 2010/11 is available on the Kent Police website: www.kent.police.uk

Please send questions or comments about this document to:

David Lewis
Treasurer of Kent Police Authority
Gail House
Maidstone
Kent
ME15 6NB

e-mail: treasurer.kpa@kent.pnn.police.uk

Financial Review

Over 2010/11 Kent Police Authority spent £362.8m, but if you look at the accounts shown on the website they will be different because interest receivable from deposits of £1.5m and Other Income of £60.5m has been taken into account in accordance with accounting guidelines. Other notional adjustments have also been made under the requirements of International Financial Reporting Standards.

The underspend of £5.2m in this year was mainly due to vacancies being held on some police staff posts, back office reviews and police pay being a different mix than originally budgeted. The total underspend amounted to 1.0% of the total budget.

The Authority has agreed that the money not spent this year will be held in reserves and used to help meet future budget reductions.

	£m	%
Police Officer Pay and Pensions	196.0	54.0%
Police Staff pay and Pensions	89.9	24.8%
Running Costs	76.9	21.2%
Gross Expenditure	362.8	
<u>Funded by:</u>		
Council Tax	90.3	24.5%
Police grant	131.7	35.8%
Revenue Support Grant	10.3	2.8%
Non- Domestic Rates	70.9	19.3%
Interest Receivable	1.5	0.4%
Other Income	63.3	17.2%
Total Funding/Income	368.0	
Total Underspend 2010/11	5.2	

Total useable revenue Reserves held on deposit by the Authority on 31st March 2011 stand at £20.9m. This sum has been put aside to fund:

- Our potential insurance payments (£3.7m)
- Future budget pressures (£6.9m)
- Potential future redundancy & relocation costs (£1.9m),
- Future financial investigations under the Proceeds of Crime Act (£1.0m),
- Invest to save initiatives (£0.5m) and computer replacement (£0.9m).

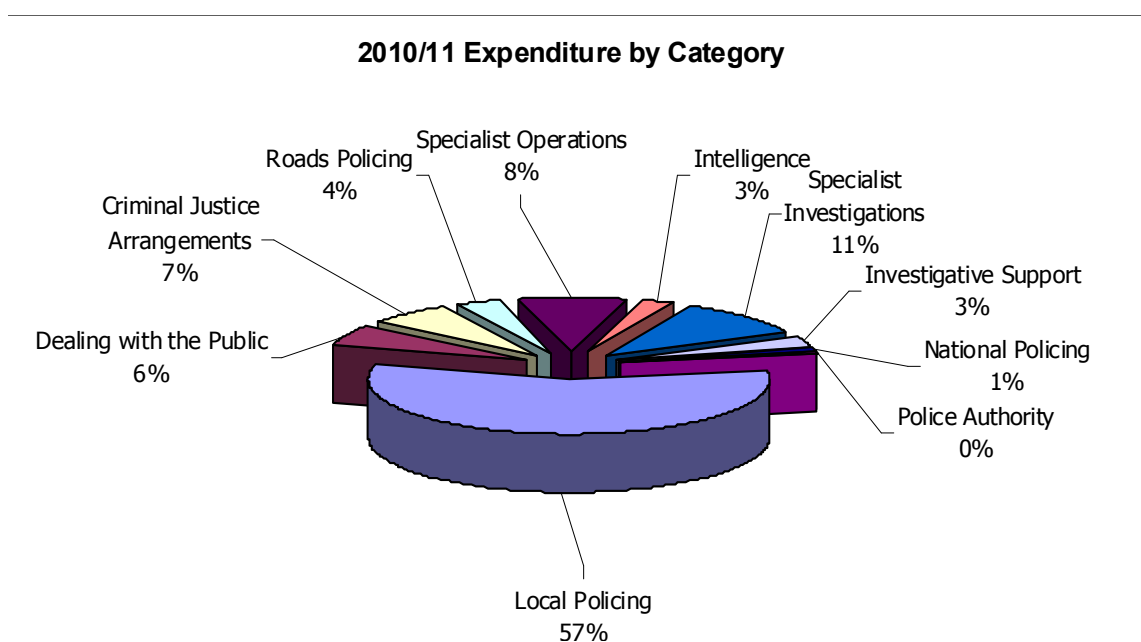
There is also a general reserve of £6.0m held to cover unforeseen expenditure (2.0% of budget).

Council Tax

Out of 31 English Police Forces, not including Metropolitan areas, Kent Police Authority has the 7th lowest Council Tax charge in the country. Our services continue to provide excellent value for money and the charge for 2011/12, set against previous years is shown below.

	2011/12	2010/11	2009/10	2008/09
Band D Council Tax	£138.68	£138.68	£134.65	£128.25
Band D Equivalent Properties	635,562	630,675	626,213	621,270

The Chart below shows how the police budget is spent



Operational Performance

Increasing the confidence that local communities in Kent and Medway have in how we deal with those things that matter to them is vitally important to us. We aim to provide a visible police service that meets the needs of all local communities across Kent and Medway and one which residents can rely upon to be responsive, effective and of the highest quality. This is measured nationally by the British Crime Survey (BCS).

Accountability

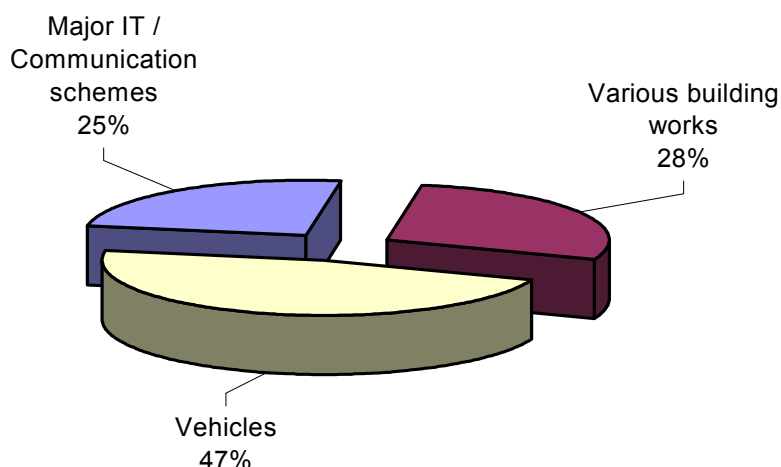
The Audit Commission audited the Kent Police accounts for the 2010/11 financial year.

Capital Expenditure

Total Capital expenditure in 2010/11, which includes building replacement and enhancement, vehicles and all other fixed assets, was £5.1m.

This money was spent as follows:

2010/11 Capital Expenditure



Balance Sheet

	£m
Net value of fixed assets	215.6
Other long term assets	0.7
Amount owed to the Authority	14.9
Assets held for sale and inventories	2.9
Temporary Investments	13.5
Investments with terms less than 3 months	31.4
Bank Balance	0.1
Amount owed by the Authority	-22.6
Amount owed by Authority – long term	-56.1
Total Net Assets held by the Authority	200.4
Other amount owed due to long term Pension Liability	-1,982.2
Total Asset less all liabilities	-1,781.8

The actual net worth of the Kent Police Authority is very good, showing an asset value of £200.4m. This includes all buildings and other assets owned by the Authority including the new Medway & North Kent Police Stations, built under Private Finance Initiative (PFI).

£50m is included within long-term amounts owed by the Authority, which recognises the contractual arrangements for the two PFI Police Stations.

This liability is calculated due to the fact that the police pension scheme is not covered by a separate pension fund. The Authority therefore has to show the total potential future cost of pensions. This is a national responsibility but rules state that the Force has to show this in its accounts

(Full details can be seen on the Kent Police Website)

Comparative Performance

This section explores how Kent Police performance at reducing and detecting crime compares with similar Forces elsewhere in England and Wales.

Most Similar Group (MSG)

To assist with the effective comparison of performance, the Home Office groups Forces into similar groups on the basis of social, economic and policing issues. This similar group of Forces is known as the Most Similar Group or MSG. Kent's MSG comprises:

- Kent
- Avon and Somerset
- Bedfordshire
- Devon and Cornwall
- Essex
- Hertfordshire
- Lancashire
- Leicestershire

The tables below set out comparative performance in recorded crime and sanction detection rates both against the Most Similar Group and all other police forces nationally.

Recorded Crime – MSG and National Comparison

	Per 1,000 population / household		Ranking in MSG		Ranking nationally	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
All Crime	64.0	63.4	4	4	13	17
Burglary Dwelling	7.6	7.2	3	3	18	16
Violent Crime	14.2	13.4	4	2	15	13
Theft and Handling	15.9	17.5	3	5	18	24
Vehicle Crime	6.4	6.2	3	3	18	21
Criminal Damage	13.6	12.8	5	4	16	17

1: Best (lowest figure)
8: Worst (highest figure)

1: Best (lowest figure)
43: Worst (highest figure)

Detection Rate – MSG and National Comparison

	Sanction Detection Rate		Ranking in MSG		Ranking nationally	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
All Crime	33.4%	31.5%	5	5	12	15
Burglary Dwelling	22.5%	27.8%	3	3	6	6
Violent Crime	50.1%	45.3%	5	6	14	23
Theft and Handling	34.2%	29.4%	2	3	8	9
Vehicle Crime	15.1%	23.9%	4	3	11	4
Criminal Damage	18.4%	16.6%	3	3	6	8

1: Best (highest figure)
8: Worst (lowest figure)

1: Best (highest figure)
43: Worst (lowest figure)

Whilst the Authority has chosen not to reflect Strategic Ambitions within this year's policing plan due to the significant changes in the Policing Landscape, it is still very committed to improving its comparative performance and ranking. This will be monitored through national comparisons, benchmarking with other Forces and the Most Similar Group.

HMIC Inspections, Audits & Reviews

Her Majesty's Inspectorate of Constabulary undertakes a number inspections, audits and reviews each year, which focus on particularly high-risk areas of policing. In recognition of a reduction in resources both locally and nationally, HMIC inspections have become 'light touch' in nature, focusing on key issues and delivering thematic reviews rather than in-depth Force specific inspections. There has also been a change of emphasis, with a focus on providing data and information for the public to form their own judgments about Force performance. Protective Service areas, such as Counter Terrorism and Major Crime, will continue to be monitored by HMIC and the National Policing Improvement Agency, via a set of Minimum Standards. Recommendations from inspections are actively taken forward and are monitored through to completion by the Force Inspectorate.

HMIC Quarterly Assessment – The purpose of the quarterly assessment is to monitor progress against outstanding recommendations from previous HMIC inspections. The third HMIC quarterly assessment was conducted on 27th and 28th April 2010. The assessment focused on three outstanding recommendations, all of which were discharged and also placed a particular focus on Confidence. The HMIC were encouraged by the progress made and concluded that a 'comprehensive and cogent Force plan' is in place in order to address confidence and satisfaction performance. As all outstanding recommendations from previous HMIC inspections have now been discharged, no further quarterly assessments were scheduled.

HMIC Anti-Social Behaviour Inspection – Kent was inspected on 26th and 27th May 2010 through a number of formal interviews and unannounced visits to Basic Command Units (BCUs). HMIC found that ASB was a clear priority for both the Force and the Authority, there was a detailed understanding of ASB amongst neighbourhood staff and that there was strong evidence of victim follow-up processes. HMIC also detailed 10 areas for improvement (AFI) and 7 work in progress (WIP) that would require further monitoring and action. These included the need to develop an overall Force ASB Strategy, an IT interface to share information with partners and better systems to identify repeat and vulnerable victims. The Force has subsequently addressed, and discharged these issues and a new harm-based approach to ASB has been adopted.

Joint HMIC & HMI Prisons Custody Inspection – Kent Police was inspected by HMIC and HMIP during the week commencing 29th November 2010. This was an unannounced inspection, and all 9 designated custody suites across the county were inspected by the team of 13 inspectors. The inspection found that there is clear and strong leadership at a strategic level, that custody suites are clean and well maintained, and that there is a positive approach to balancing the rights of the individual and the investigation. The HMIC and HMIP also identified a number of areas of good practice not seen in other Forces, including the placement of IPCC leaflets within prisoner property bags, surveillance of medical cupboards by CCTV and a general healthcare and mental health diversion scheme amongst the best the inspection team had seen nationally. There were, however, a number of areas for development including improvement in local dip sampling of custody records, recording of information and the need for a more corporate approach to the complaints procedure. An Action Plan has been devised by the Force Custody lead to address these issues.

HMIC Thematic Review: Impact of the Counting Rules on Bureaucracy – In November 2010 HMIC was commissioned by the Policing Minister to undertake a review of the Home Office Counting Rules (HOOCR) and the National Crime Recording Standard (NCRS) to establish whether they generate unnecessary bureaucracy. Four Forces were selected by HMIC to be involved in the review; the Metropolitan Police Service, Kent Police, North Wales Police and Northumbria Police. The report identifies 11 findings that will be used to inform HMIC's 2011/12 inspection programme of police crime and incident data. The report recognises and compliments Kent on having adopted a 'risk' based approach to auditing, and the use of an 'Earned autonomy' approach.

HMIC 'Protection from Serious Harm': Missing Persons – Although not a formal inspection, Kent was visited on 7th December 2010 as part of HMIC's consultation in developing a new risk assessment

methodology for Protective Services inspections. The visit included an unannounced visit to West Kent BCU, a visit to the Force Control Room and formal interviews. The verbal debrief from this visit was very positive and HMIC were impressed with the way in which Kent are managing and investigating reports of Missing Persons. As a consequence, Kent is seen to be 'low risk' in terms of future inspection activity.

HMIC Thematic Inspection of Serial Rape – Kent was visited on 11th – 13th January 2011 as part of a review undertaken by HMIC to assess the effectiveness of processes for the identification and investigation of potential serial rape cases. This was to compliment an HMIC and HMCPs thematic review entitled 'Adding value to victim outcomes through focusing on suspects and defendants' undertaken in October 2010. Whilst not a formal inspection, the visit comprised of a number of interviews and focus groups with key practitioners as well as a case file review of 14 pre-selected rape investigations. The inspection team found that rape was clearly evidenced as a high priority, that new cases are monitored effectively and identified within the National Intelligence Model (NIM) process and found that the Serious Crime Analysis section staff are very committed and innovative in dealing with the requirements of their role. Areas identified for improvement included a commitment to ongoing training in rape investigations, ensuring that community intelligence is enhanced in relation to sexual offences, and improving systematic reviews of area led investigations. A final report was due to be published by the end of April 2011, but this has since been delayed to mid July 2011.

HMIC 'Valuing the Police' Inspection – In 2010, HMIC committed to undertake a 'Valuing the Police' programme that focuses on reducing costs, improving productivity and assessing Force and Authority preparedness for the future financial environment. The programme consists of thematic research on productivity and availability, inspection of Force and Authority preparedness and plans for the next 4 years and ongoing work on the Value for Money profiles. There is no specific grading criteria for these inspections. Kent's phase 1, 'Support and Challenge' Inspection took place on 14th January 2011 and this was shortly followed by a 'Valuing the Police' inspection on 22nd and 23rd February. This inspection consisted of a number of strategic interviews and focus groups with key leads from the Force. The inspection found that understanding demand is an area of strength for Kent, and the HMIC stated that they have 'every reason to expect the Force and Authority to deliver against their plans'. A number of issues were identified as risks or areas for further work, including the need for a detailed impact assessment for budget reductions, workforce planning for years 2 and 3 of the model, addressing potential skills gaps for redeployed staff, and managing the cost of change. Should HMIC deem Forces not to have credible plans in place for 2011/12, revisits will be undertaken and a national thematic report will be published in June 2011. Kent has not been informed of any intention for a revisit by HMIC.

HMIC Value for Money Profiles – VfM Profiles have been produced by HMIC since September 2009 and combine a range of data sets including Home Office crime statistics, Chartered Institute of Public Finance and Accountancy (CIPFA) figures and Home Office Annual Data Return (ADR) submissions from Forces. The aim of the profiles is to provide Forces, Authorities and the public with comparative data for key areas of policing, under 4 themes; income and expenditure, workforce, offences and confidence and satisfaction. In October 2010, HMIC released the 2010/11 versions of the VfM profiles in draft form³. Kent is an outlier in only 3 categories; Capital financing (low expenditure) as a result of investment in PFI buildings, Roads Policing (low level of resources) as a consequence of the way resources are brigaded in Kent and Other admin / Clerical (high level of resources) to be addressed through Force restructuring and significant cuts to support services. The Force and Authority have used the VfM profiles to guide restructuring plans, and a strategic analysis of the profile data has been used to inform the work programmes of the Authority's various committees.

³ Kent received (upon request) the final versions of the 2010/11 profiles in May 2011 which highlighted the same outliers.

Force Performance Plan (FPP) Measures

The following table shows how Kent Police has performed against the diagnostic indicators included within the 2010/11 Force Performance Plan. Targets are not set for these measures, but year on year performance is monitored as part of the Force and Authority's oversight. Unless otherwise stated the latest data available (April 2010 to March 2011) have been provided and compared to data from the same period in 2009/10.

Force Performance Plan Measures (FPP)	April 2009 to March 2010	April 2010 to March 2011
Building public confidence		
Parity between overall BME and white victim satisfaction with the service received	1.5%	3.4%
Overall satisfaction with the contact had with the CJS (WAVES)	N/A ¹	N/A ¹
% who agree that the police and local council seek their views on ASB and crime issues in their area (BCS)	45.7% ²	43.5% ³
% who agree that the police are dealing with ASB and crime issues that matter in their area (BCS)	52.1% ²	54.7% ³
% who think police in their area are doing a good job (BCS)	51.3% ²	57.2% ³
% who are confident that the CJS as a whole is effective (BCS)	37.9% ²	39.2% ³
% who are confident that the CJS as a whole is fair (BCS)	59.1% ²	59.7% ³
% who perceive a high level of ASB in their local area (BCS)	19.7% ²	13.8% ³
% who perceive people being drunk or rowdy in public places to be a problem in their local area (BCS)	28.6% ²	23.4% ³
% who perceive drug use or drug dealing to be a problem in their local area (BCS)	24.9% ²	22.7% ³
Effectively tackling crime and anti-social behaviour		
Serious acquisitive crimes per 1,000 population	10.0	9.7
Assaults with less serious injury per 1,000 population	6.1	5.8
Serious acquisitive offences brought to justice	14.8%	21.9%
Racially and religiously aggravated crime sanction detection rate	70.5%	68.3%
Rate of proven re-offending by young offenders aged 10 - 17	26.0% ⁴	27.4% ⁵
Rate of young people aged 10 - 17 receiving their first reprimand, warning or conviction per 100,000 10 - 17 year old population	1,355	980 ⁶
The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period	Data not available	1.3 ⁵
Rate of proven re-offending by adults under Probation supervision	12.0% ²	9.5% ³
Volume of proven re-offending in a 12 month period by (Class A) drug misusers identified in the course of their contact with the CJS	Data not available	Kent: 0.8 ⁵ Medway: 1.1 ⁵

BCS comparator crime per 1,000 population	36.3	34.8
Domestic burglary per 1,000 households	7.6	7.2
Robbery per 1,000 population	0.5	0.5
Vehicle crime per 1,000 population	6.4	6.2
VAP with injury per 1,000 population	6.5	6.2
VAP with injury sanction detection rate	45.4%	42.7%
Serious sexual offences sanction detection rate	31.7%	33.7%
Protecting the public		
Serious violent crimes per 1,000 population	0.4	0.4
The number of people killed or seriously injured in road traffic collisions	696	630
The number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled	4.3	3.9
Serious violent offences brought to justice	24.6%	29.7%
Serious sexual offences brought to justice	30.2%	27.7%
Domestic homicide rate per 1,000 population	0.0	0.0
Gun crimes per 1,000 population	0.1	0.0
Serious violent knife crimes per 1,000 population	0.2	0.2
Value of cash forfeiture orders and confiscation orders per 1,000 population	£6,419.07	£3,101.71
Building resilience to violent extremism	Data not available	Data not available
Making best use of our resources		
Delivery of net, cashable, cumulative efficiency and productivity gains	7.1% ⁴	5.0% ⁵
% working hours lost due to sickness for police officers	3.3%	2.8%
% working hours lost due to sickness for police staff	4.1%	3.4%
Proportion of ethnic minority recruits relative to proportion of Economically Active Population	5.5% : 3.6%	0.0% : 3.6%
% of female police officers compared to the overall force strength	26.3%	26.5%

1. Data no longer published as a result of this indicator being dropped as a measure in November 2010

2. Data relates to the period January 2009 to December 2009

3. Data relates to the period January 2010 to December 2010

4. Data relates to the period April 2009 to December 2009

5. Data relates to the period April 2010 to December 2010

6. Data is currently provisional

Further information

The Kent Police Authority website (www.kentpoliceauthority.gov.uk/) includes details of the work of the Authority including

- Meeting dates, papers and minutes;
- Member details;
- Statement of accounts;
- Policing plans;
- Information about the Independent Custody Visitor Scheme;

The Kent Police website (www.kent.police.uk) includes, but is by no means limited to:

- Reporting non-urgent crime;
- Contact details for all police stations in Kent and Medway;
- Police Officer and Police Special recruitment guidelines;
- Job vacancies;
- Present operational delivery performance indicators;
- Key reference documentation including the current Policing Plan;
- Links to other police-related websites including the Home Office and Her Majesty's Inspector of Constabulary.

Feedback

Please contact Kent Police Authority if you would like to provide us with feedback on this plan or if you have any questions as a result of reading it. This publication is also available from us in large print, other formats and languages.

You can contact us by:

- Telephoning Kent Police Authority on 01622 677055;
- Visiting us on Facebook or following us on Twitter
- Sending an email to: kpaenquiries@kent.pnn.police.uk; or
- Writing to Kent Police Authority, FREEPOST MA1410, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB.

Contact Us

Details of your local police station can be found on the Kent Police website www.kent.police.uk or in your local telephone directory.

In an emergency dial: 999

Ring this number if someone is in danger, there is an immediate risk of injury or a crime is in progress or about to happen.

For all non-emergencies: 01622 690690

Ring this number for non-emergencies, general enquiries or if you need advice.

Service for the Deaf or speech impaired

You can report a crime by texting 60066.

Kent CrimeStoppers: 0800 555 111

An independent UK-wide charity working to stop crime – make a call anonymously. Just tell us what you know, not who you are.

National domestic violence helpline: 0808 2000 247

Fully trained workers provide confidential support and information 24 hours a day on a freephone service.

Kent Homophobic incident reporting line: 0800 328 9162

If you have been subject to a homophobic or transphobic incident you can report it free and confidentially. All calls will be treated with sensitivity and discretion.

Kent Racial incident reporting line: 0800 138 1624

If you have been subject to a racial incident you can report it free and confidentially. All calls will be treated with sensitivity and discretion.

Citizens' Panel and Youth Panel

If you live in Kent or Medway and would like more information about becoming a Citizens' Panel member please send an email to citizen.panel@kent.pnn.police.uk or call **01622 652663**.

If you are aged between 11 and 16 years, live in Kent or Medway and would like more information about becoming a Kent Police Youth Panel member, please send an email to youth.panel@kent.pnn.police.uk or call **01622 652663**.