

Annual Report 2007/08

& Statistical
Digest



**Kent
Police**

**Kent
Police
Authority**



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Introduction

This annual report contains information that both Kent Police Authority (KPA) and the Chief Constable of Kent must publish on the performance of the force for the financial year 2007/08. After the normal audit process is complete, a supplementary financial summary report for 2007/08 will be published in Autumn 2008.

The joint Kent Police and Kent Police Authority vision is to work with partners to create a safe environment for everyone in Kent, where the public feels protected by a visible and accessible police service displaying a sincere commitment to reducing crime and disorder. A key role of the Authority and the Chief Constable in meeting this vision is to agree the annual policing objectives, measures and targets necessary to secure an effective and efficient police service. These objectives and measures are influenced and shaped by national priorities as set out in the National Community Safety Plan, local consultation undertaken by the Force and Authority, and priorities identified through the force Strategic Assessment, as well as the level of funding available both through grant and the local council tax precept.

This Annual Report:

- Considers performance against the objectives set out in the Policing Plan for 2007/10.
- Reports statistics on complaints against Kent Police during the year.
- States how duties to secure Best Value and Continuous Improvement have been discharged.
- Provides the statistical digest as required by the Secretary of State under section 9(1) of the Police Act 1996.

Kent Police Authority also produces local policing summaries and circulates these to every house in Kent and Medway every autumn.

Information on how it is planned to police Kent and Medway from April 2008 to March 2011 can be found in Policing Kent, The Policing Plan for 2008/11, a public version of this is also sent to every house in Kent and Medway. This is available on the Kent Police website at (www.kent.police.uk). Copies can also be requested by writing to the Strategic Planning Unit at police headquarters (address below), by telephoning the Unit directly on Maidstone (01622) 652236 or by e-mail through: enquiries@kent.pnn.police.uk

Kent Police contacts:

Kent Police

Force Headquarters

Sutton Road

Maidstone

Kent ME15 9BZ

Tel: 01622 690690

Fax: 01622 654109

e-mail: enquiries@kent.pnn.police.uk

Website: www.kent.police.uk

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

Kent Police Authority (KPA)

Governance of the police service arises from the principles of political impartiality, the need to police with the consent of the public and the need to secure best value in the expenditure of public money. No one person or body fully controls the police; instead the governance derives from the tripartite agreement where control is shared between the Chief Constable, the Police Authority and the Home Secretary.

The Authority:

- Appoints (and if necessary, dismisses) the Chief Constable and senior 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;
- Sets the strategic direction for policing within Kent and Medway and decides what the police should focus attention on;
- Makes sure that Kent Police strives for continuous improvement.

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;
- Three Magistrates appointed through a panel set up by the Kent Magistrates Courts Committee;
- Five independent members living or working in Kent and Medway who are selected through newspaper advertisement and competitive interview by an independent panel.

KPA members (at 31st March 2008)	
Mrs Ann Barnes (KPA Chair)	Magistrate
Mrs Elaine Bolton	Independent
Mr Tom Gates	Kent County Council
Mr Paul Godwin	Medway Council
Mr Mike Harrison	Kent County Council
Mr Bill Hayton	Kent County Council
Mr Michael Hill OBE (KPA Vice Chair)	Kent County Council
Mr Graham Hodgkinson	Independent
Mr John London	Kent County Council
Mr Ken London	Magistrate
Mr Ray Parker	Kent County Council
Mr Mark Reckless	Medway Council
Mr Geoffrey Rowe	Kent County Council
Mr Steve Salt	Magistrate
Mr Brian Sangha	Independent
Dr Roger Smith	Independent
Mr Tim Thompson	Independent
The KPA is supported by	
Mr Mark Gilmartin	Chief Executive
Mr David Lewis	Treasurer

Kent Police Authority (KPA)

2007/08 was the end of term for three independent Members of the Authority. These were:

- Mrs Sandra Clarke
- Ms Judith Higgins
- Mr Roger Odd

2007/08 was also the final year of service for three councillor members of the Authority:

- Mr Fred Bacon
- Ms Jane Cribbon
- Mrs Angela Prodger

The Force and Authority would wish to place on record their thanks to the above Members for the hard work and dedication that they have provided over the years of service that they have provided to the Authority.

Independent Member Appointment Process:

In early 2007/08 an open application process in accordance with detailed Home Office requirements for the appointment of independent members to the Authority was undertaken following the end of appointment term for four serving independent members. On 14-15 March 2007 the final round of interviews for the independent Member vacancies took place at Force Headquarters. The interview panel consisted of the Chair, Vice-Chair, Mr Fred Bacon, Mr Bill Hayton and Mr Geoff Rowe Mr Richard Sturt (Home Office appointee) and Mrs Jennifer Bowden (independent member of the selection panel) were appointed to the selection panel for the long listing of applicants and attended the final round of interviews as observers.

The final Selection Panel interviewed seven applicants with the following applicants being newly appointed to the Authority:

- Mrs Elaine Bolton
- Mr Graham Hodkinson
- Dr Roger Smith

The selection panel also reappointed Mr Brian Sangha to serve on the Authority for a further term. The new independent members took up their appointments at the June 2007 meeting of the KPA.

More information about the Kent Police Authority, including press releases, publications, reports and minutes of its meetings are available on the KPA website at www.kentpa.kent.police.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 653999
E-mail: kpaenquiries@kent.pnn.police.uk

Chief Constable's Annual Report 2007/08

Chief Officers in Post, as at 31st March 2008

- Chief Constable Mr Michael Fuller, QPM
- Deputy Chief Constable Mr Adrian Leppard
- Assistant Chief Constable Mr David Ainsworth
- Assistant Chief Constable Mr Allyn Thomas
- Temporary Assistant Chief Constable Mr Steven Harris
- Director of Finance, Administration and Information Services Mr Simon Redman

Access to Further Information and Services

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 packages including the main Police Plan and Best Value Review reports;
- Links to other police-related websites including the Home Office and Her Majesty's Inspector of Constabulary.

Chief Constable's Annual Report 2007/08

Principal Achievements in 2007/08

Kent demonstrated its ability during 2007/08 to operate as a strategic force for each of the three key aspects of policing: Neighbourhood Policing; Protective Services; and cost effective support systems.

Crime reduction and investigation

The risk of being a victim of crime and actual crime levels reduced in Kent and Medway during 2007/08. There were significant reductions in all key crime types with burglary dwelling falling by 16.5%, criminal damage by 14.7%, vehicle crime by 14.3% and violent crime by 8.8%.

Sanction detection rates also increased for all the main crime types with an overall increase of 2.8% points. Similarly, brought to justice rates increased by 3.5% points.

Neighbourhood Policing

The force continued to develop its Neighbourhood Policing Strategy across Kent and Medway, both in the numbers of staff dedicated to this area of policing, and the amount of time devoted to establishing effective working relationships with local communities and partners.

During the year 292 Kent Police officers and 357 Police Community Support Officers were committed to Neighbourhood Policing. Each of the 305 wards across Kent and Medway now have an established engagement process, referred to as Partners and Community Together (PACT), which helped to identify 785 specific Local Priorities, of which 131 local priorities have since been successfully completed.

This commitment to Neighbourhood Policing has led to improved public perceptions, greater public confidence and lower levels of worry about crime and anti-social behaviour. During 2007/08, confidence in the police increased by 7 percentage points increasing from 58% to 65% as measured by the Kent Crime and Victimisation Survey.

Protective Services

The Force has significantly increased its resilience in relation to Protective Services through completion of its investment programme and through the development of a comprehensive performance management regime for performance and compliance.

The Force has an effective Serious Case Review Team (SCRT) with dedicated specialist personnel to investigate 'cold' cases. The Force has demonstrated its ability during the year to successfully manage and investigate multiple major and serious crime enquires occurring simultaneously or in quick succession.

Operation Forton was a significant and successful national operation against animal extremism that was initiated in Kent with the final outcome involving the execution of over 300 warrants, the largest-ever operation of this nature to date. The continuing Tonbridge Securitas robbery investigation also led to the successful trial of 5 defendants who were sentenced to a total of 140 years imprisonment.

Chief Constable's Annual Report 2007/08

Significant activity in relation to counter terrorism (CT) has continued including: Operation Lagos - Special Branch officers embedded on local Area Teams; Operation Atlantic - intelligence gathering in relation to radicalisation; Operation Camion - police partnership with UK Oil industry, the Road Haulage Association and the military; and Operation Lightning - identification of triggers of terrorism.

The Force has dismantled 64 organised crime groups over the year. Operation Agile responded to an organised crime group (OCG) committing a high volume of serious, series and violent offences with 12 individuals charged with significant offences. The Proceeds of Crime Act is used by the force as a preventative tool in support of attacks against OCGs.

Kent Police has also continued to explore innovative ways to increase its capability to deal with numerous and varied incidents by the development of both air support and marine capabilities. By working in a collaboration partnership with Essex Police, Kent achieved cost effective implementation in both of these areas.

Our ability to provide cost effective services has been clearly illustrated through continued efficiency savings with £1.2 million cashable savings identified in 2007/08. Independent scrutiny via the Police Use of Resources (PURE) Assessment of financial reporting, management and standing, internal control and value for money also verifies the force's diligent use of resources in providing cost effective support.

Ongoing collaboration with Essex Police has provided further opportunities to make efficiency and cashable savings both in operational areas and back office support.

A key area of work undertaken during the year involved a comprehensive staff consultation process. This ensured effective and meaningful engagement with front line officers of all ranks resulting in a range of initiatives to support front line service delivery. This 'bottom up' engagement also led to the operational priorities for the force being more clearly defined, namely to

- provide a first class service,
- protect the public,
- reduce crime and
- make people feel safe.

Performance on Policing Objectives 2007/10

Kent Police Authority's Commentary on Performance on Policing Objectives

There have been considerable challenges facing Kent Police in this year. Although the Securitas robbery occurred in February 2006 the investigation, trial and continuing enquiries have taken up considerable resources. This year also saw two fatal shootings by the Police in Kent. These are the subject of ongoing investigations by the Independent Police Complaints Commission (IPCC.)

From a performance perspective it has again been another productive year for Kent Police. Results have been good over the year and most of the targets have been met. Significant progress has been made through working with local partners to deliver against jointly agreed targets under Local Area Agreements. Specifically on the targets set for Kent Police in the Policing Plan 2007/10, most have been achieved and the overall trend is positive. Crime has reduced and this has been a considerable achievement for the force.

The areas where targets were not achieved were reductions in crime in the night-time economy, perceptions of the problem of anti-social behaviour in Kent, victim satisfaction, satisfaction of victims of racist incidents and targets to reduce Police officer and staff sickness rates. The night-time economy targets were tough targets set against previous reductions since 2003/04. It continues to be a priority for the future. Confidence has generally increased among the people of Kent in the work that the police do and fear of crime has reduced but there is still room for improvement in perceptions of anti-social behaviour. Engaging ethnic minority communities has been successful in achieving targets for recruitment for police officers from ethnic minorities but there is still work to be done to extend these successes to building confidence in the police in ethnic communities, particularly with satisfaction among victims of racist crimes. Sickness rates among police officers and staff are low compared to the public sector as a whole but still above target, and significantly higher than the private sector. Work continues with a variety of initiatives to reduce long and short-term sickness and to learn from best practice in other organisations.

Successes in 2007/08 have also been made in the collaboration with Essex police. Although this has not delivered significant savings yet it has potential to deliver better value policing.

A Leadership Academy established this year at Kent Police College will develop leadership skills at all levels of the service.

2007/08 has been a year where significant progress has been seen and investment made into improving the policing for the people of Kent. Kent Police Authority will continue to work with Kent Police to ensure that there is continuous improvement.

In 2006/07 the Kent Police Authority committed to a significant two-year programme of investment in both protective services (major crime, serious and organised crime, counter terrorism and extremism, civil contingencies, critical incidents, public order and strategic roads policing) and Neighbourhood Policing. This has been completed and the performance of the force against these policing plan objectives illustrates the impact of that funding.

A summary of performance against each Policing Priority is given in tabular form on the next page:

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08
1. To build safer and more confident communities	1.1 Tackling crime and the fear of crime	Level of crime as measured by the Kent Crime and Victimization Survey (KCVS), compared with a baseline of 2005/06	Reduce crime by 4% by March 2008	Target Achieved: Reduced by 14% Neighbourhood Policing and high profile campaigns such as 'Safer Winter' have contributed to reduced levels of crime in Kent. There has been a particularly large reduction in criminal damage. We commend the police for their hard work and look forward to building on this success in 2008/09.
			Proportion of recorded crimes detected by means of a charge, caution, issue of a penalty notice or taken into consideration by a court, compared to the number of crimes reported	Increase to 26% by March 2008
		The number of offences brought to justice	Bring at least 34,324 offences to justice by March 2008	Target Achieved: 38,231 offences brought to justice (as of 1 August 2008) The improvements relating to crime recording methods within the Force has influenced performance towards this target. Better crime recording, alongside the input of investigative standards and incident managers at a local level ensured a high quality of service throughout investigations. In addition, the increased and more appropriate use of 'crimes taken into consideration' have led to more offences being brought to justice.
			No more than 8,399 crimes in Kent	Target not achieved: 8,948 crimes Kent missed the target by 549 crimes. Good performance was shown against 2006/07 however, with night time economy crime in Kent decreasing by 10.0% (994 crimes).
		No more than 1,792 crimes in Medway		Target not achieved: 1,954 crimes This target was missed by 162 crimes but night time economy crime decreased by 15.6% (362 crimes) in Medway against 2006/07. A great deal of effort has been put into reducing crime around night time economy premises, involving partner agencies where possible, e.g. ion track swabbing, multi agency visits/checks of licensed premises, and underage sales and alcohol seizure operations in line with national campaigns.

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08
1. To build safer and more confident communities	1.1 Tackling crime and the fear of crime	The proportion of people who think that Kent Police do an excellent or good job as measured by the Kent Crime and Victimization Survey (KCVS)	Increase to 61% by March 2008	Target Achieved: Increased to 65% Different types of media were used to communicate areas of success by Kent Police from low level local issues such as Neighbourhood Policing work to high profile cases such as the Tonbridge Securitas robbery, and the capability of Kent Police to respond to the Folkestone Earthquake. A working group (which includes Police Authority representation) was introduced and now meets on a bi-monthly basis to ensure that Kent Police is satisfying the demands and expectations of its customers. Volunteers were used as "mystery shoppers" to test the service the Force provides to the public, helped to identify improvements and disseminate good practice across the Force. Despite the target being achieved, Citizen Focus remains a 'golden thread' in everything the Force does.
			Reduce to 40% in Kent by March 2008	Target Achieved: Reduced to 39%
			Reduce to 52% in Medway by March 2008	Target Achieved: Reduced to 49% The targets to reduce the fear of crime in both Kent and Medway by March 2008 were achieved. It is likely that the development of Neighbourhood Policing and subsequent increased visibility of the police, combined with community engagement at a very local level alongside real reductions in crimes, have contributed to reduced fear of crime.
	1.2 Tackling anti-social behaviour and perceptions of anti-social behaviour	Criminal damage as measured by recorded crime	Reduce by 1.5% by March 2008	Target Achieved: Reduced by 14.7% Kent Police achieved a significant reduction in the number of recorded criminal damage offences in comparison to the previous financial year. The 14.7% reduction is 5,402 fewer crimes than in 2006/07. Criminal damage was a key priority set by many local areas as part of the Partners and Community Together (PACT) process in Neighbourhood Policing, which has resulted in targeted work often involving collaborative effort with our partners in order to find sustainable and effective methods to tackle and prevent criminal damage.

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08	
1. To build safer and more confident communities	1.2 Tackling anti-social behaviour and perceptions of anti-social behaviour	Percentage of people who perceive six types of anti-social behaviour to be a problem in their local area as measured by the Kent Crime and Victimization Survey (KCVS)	Reduce to 19% in Kent by March 08	Target Not achieved: Reduced to 21%	
			Reduce to 28.5% in Medway by March 2008	Target achieved: Reduced to 25% Despite the Kent target not being achieved, perceptions of anti-social behaviour are on a downward trend, with decreases over the last two consecutive periods (rolling year ending December 2007 and rolling year ending March 2008). Several initiatives focussed on anti-social behaviour throughout the financial year. Work conducted by Neighbourhood Policing teams, particularly Partners and Community Together (PACT) related activities also contributed to improved perceptions. Seasonal crime reduction campaigns also have helped to impact on this target. Safer Autumn focussed on the types of anti social behaviour which typically occur around Halloween and bonfire night periods.	
	1.3 Protecting against serious and organised crime	Number of organised crime enterprises dismantled	61 dismantled by March 2008	Target Achieved: 64 Dismantled An organised crime enterprise (OCG) is any group that engages in continuing organised criminality. As part of its business plan, the Serious and Organised Crime Unit had targets to dismantle a number of OCGs identified from the Force Intelligence Bureau. The target for 2007/08 was attained alongside continued achievement in other areas of business, such as the investigation into the Securitas robbery. The Serious and Organised Crime Unit also faced many diverse types of organised crime groups including those involved in human trafficking, the recovery of explosives, and those involved in drug supply to name a few examples.	
			Total value of criminal confiscation orders	£2.3m	Target Achieved: £2,737,548.83 confiscated
			Number (volume) of criminal confiscation orders	Achieve 82	Target Achieved: 106 confiscation orders achieved From an early stage Kent Police recognised the opportunities to disrupt organised crime groups through financial investigation. By focusing on the many positives such as the opportunity to deliver community reassurance and generate Force income, officers and staff across the organisation have been motivated to engage in the process. The officers and staff have been both innovative and highly committed to their work which has brought the achievements to date.

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08	
2. To be people centred in our service delivery	2.1 Engaging communities	The percentage of people who think that Kent Police work closely with their local community as measured by the Kent Crime and Victimisation Survey (KCVS)	Increase to 58% by March 2008	Target Achieved: Increased to 58.0%	
			Increase to 61% by March 2009	Through the year, performance continued to improve. Several campaigns conducted have had a positive impact. For example, the countywide mailshot was conducted in January to over 700,000 premises outlining local Neighbourhood Policing officers and their contact details. The development of the Kent Police website has Neighbourhood Policing as a key feature of the home page through which people can enter their postcode and find details on their local area as well as personal comments from their dedicated Neighbourhood Officer. Partners and Community Together (PACT) priorities were developed, enabling communities to have an input into how their local area is policed and what Kent Police should address as a problem.	
	2.2 Being accessible and responsive	Satisfaction of victims with respect to action taken by Kent Police	Percentage of Neighbourhood Policing implementation criteria achieved	Increase to 79% by March 2008	Target Not Achieved: 78%
				100% of criteria by March 2008	Target Achieved: 100% Criteria Achieved
				90% of all 999 calls to be answered within 10 seconds by March 2008	There has been intensive work throughout the year by Kent Police on supporting victims. A senior officer has been appointed to manage and develop new ideas and initiatives concerning citizen focus. This work is part of a long-term investment and improvement will take a while to reflect in the figures.
					Target Achieved: 94.9%
90% of all non 999 calls to be answered within 30 seconds by March 2008	Throughout the year Neighbourhood Policing has led the way for the Force in developing new working practices to improve performance. By March 2008, Neighbourhood Policing had been fully rolled out across Kent and Medway.				
	Target Achieved: 95.1%				

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08
2. To be people centred in our service delivery	2.2 Being accessible and responsive	National Call Handling Standard for improved incident handling efficiency	90% of non-emergency calls transferred from the switchboard to the Public Call Handling group (primary group) to be answered within 30 seconds by March 2009	83.7% (Target Date March 2009) This has a target date of March 2009 and although performance compared to last year for calls answered within 30 seconds deteriorated to below the target level, accessibility remained high with 97.73% of all calls offered being answered. During 2007/08 the primary focus was the quality of service provided from first point of contact and first point of resolution, which undoubtedly has contributed to extended call handling times, but with the benefit realisation of good customer satisfaction results from first point of contact.
			90% of non-emergency calls transferred from the switchboard to the Central Crime Recording Unit (primary group) to be answered within 30 seconds by March 09	82.1% (Target Date March 2009) This has a target date of March 2009 and although performance against last year improved, the 30-second target has not been achieved. Despite this, accessibility remained high with 96.57% of all calls offered being answered. During 2007/08 the primary focus was the quality of service provided from first point of contact and first point of resolution, which undoubtedly has contributed to extended call handling times, but with the benefit realisation of good customer satisfaction results from first point of contact.
			90% of calls to switchboard, identified as an emergency, transferred to 999 group and answered within 10 seconds by March 2008	Target achieved: 94.5% From April 2007 to March 2008, 8,212 calls to the Force Communications Centre were answered as emergency calls through its non-emergency call route. The last quarter of the financial year saw a 100% performance in this target.
	Satisfaction of victims of racist incidents with respect to the overall service provided	Increase to 80% by March 2008	Target not achieved 76% The percentage of victims of racist incidents satisfied with the overall service provided by Kent Police increased significantly in the last two consecutive rolling year periods but not enough to achieve the target. With ongoing wider improvements in the way we investigate hate crime it is anticipated that levels of satisfaction will continue to improve, as this is an objective of great importance to Kent Police.	

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08
2. To be people centred in our service delivery	2.2 Being accessible and responsive	The number of police officers from minority ethnic groups (headcount)	Increase to 90 police officers by March 2008	<p>Target Achieved: 91</p> <p>The number of police officers from minority ethnic groups increased by 17 officers (an increase of 23.0%). The achievement of this target is the result of successful recruitment initiatives utilised throughout the year. A Positive Action Officer, the recruitment team, the Kent Police College and members of Kent Minority Ethnic Police Association worked hard to promote the Force and increase the level of applications received. Additional assessment centres, briefing evenings to support candidates and personal support for applicants produced a positive outcome. Innovative marketing through the use of targeted events and media, generated more applications that will carry through into 2008/09.</p>
		The number of police staff from minority ethnic groups (headcount)	Increase to 86 police staff by March 09	<p>74 (Target Date March 2009)</p> <p>Police staff ethnically minority group numbers decreased at the beginning of the year with the loss of four employees but 11 more staff members (+17.5%) from minority ethnic groups were employed. Work is continuing to achieve this target by the March 2009 deadline. There are recruitment campaigns currently running in specifically targeted media which should have a positive impact on this target.</p>
3. To ensure value for money	3.1 Demonstrating increasing efficiency	The average number of working hours lost through sickness per year for police officers and staff	Police Officers: 64 hours 0 minutes in 2007/08 Police Staff: 66 hours and 36 minutes	<p>Target not achieved: 66 hrs 30 mins (Police Officers)</p> <p>Target Achieved: 66 hrs 24 mins (Police Staff)</p> <p>Despite improved performance compared to the previous financial year, the average number of working hours lost through sickness for police officers exceeded the target level. Initiatives will continue into 2008/09.</p>
		The value of cashable savings	Make £1.2m cashable savings by March 2008	<p>Target Achieved: £1.2m savings made</p> <p>The original savings presented to Kent Police Authority identified an anticipated saving of £0.5m on the Support Services and 2015 reviews, however £0.7m was actually saved. It was anticipated that £0.2m would be saved on the revision of the travel policy, but unfortunately the changes were not actually as stringent as originally envisaged so the actual saving reduced to £0.1m. Police overtime and mobile phone savings of £0.3m were achieved as well as additional savings found in extending the life of body armour.</p>

Police Authority Commentary on Policing Plan Objectives

Priority	Objective	Measurement	Target	Performance April 07-March 08
3. To ensure value for money	3.2 Increasing availability of frontline officers and staff	The number of police officers (full time equivalent) removed from local/ neighbourhood duties to investigate major crime	Reduce by 40% by March 2008	<p>Target Achieved: Reduced by 78%</p> <p>The Major Crime Department set about reducing the number of police officers removed from local/ neighbourhood duties to investigate major criminal offences. A target of 40% reduction was set for 2007/08 - a period during which our extra protective services staff were still being recruited and trained. The department made stringent efforts to exceed this target and ended the year reducing abstractions by an impressive 78%.</p>
	3.3 Increasing our capacity to handle demand	The headcount of Special Constables	Increase to 346 by March 2008	<p>Target Achieved: Increased to 349</p> <p>The recruitment and retention plan for Special Constables comprised of three themes: recruitment, process and retention. It is clear that it is not only important to recruit people into the Special Constabulary but also to retain them once they have joined. From April to December 2007 the retention rate increased to 37.2%, which augurs well for the future. The recruitment and retention plan had two main aims; the first being the attainment of this target and the second being the identification and continued use of best practice. It was important to achieve the Policing Plan target as well as to have a sustainable, robust yet flexible set of processes aimed at improving the retention and recruitment of special constables.</p>
		The number of volunteers	Increase to 100 by March 2008	<p>Target Achieved: 110 (as at 4th April 2008)</p> <p>The target of 100 volunteers was achieved by first scoping other forces whose volunteer programme was already well established and finding out from them what worked and what the pitfalls were. It was then decided that any volunteer who was coming into the police station would be fully vetted. By doing this the Force had the option and flexibility to move volunteers around the organisation if they were bored or unhappy with what they were doing, thus maintaining a very high retention rate.</p> <p>Lastly and most importantly, rather than offering volunteers a core role, the volunteer is now asked what their skills are and what role they would like to perform, from which efforts are made to accommodate them within the organisation.</p>

Complaints

This section explores how Kent Police performance in investigating and reducing crime compares at both the basic command unit level and with similar forces elsewhere in England and Wales.

Most similar forces

To assist in the effective comparison of performance between forces the Home Office has grouped Kent with the police forces of Avon and Somerset, Cheshire, Essex, Hampshire, Hertfordshire, Northamptonshire and Warwickshire. This group has been established on the basis of having similar social, economic and policing issues. This group of forces is known as the most similar forces or MSF. Comparative performance between forces is of growing importance and is how the Home Office Police and Crime Standards Directorate monitor individual force performance.

The tables below set out comparative performance in recorded crime and detection rates against both the Most Similar Force peer group and also against all other police forces nationally. Rankings in comparison to other forces performance are relative indicators of Kent's performance, not absolute indicators as the comparison moves with the performance of other forces.

Recorded crime MSF & national comparison

	Per 1,000 population / household		Ranking in MSF		Ranking nationally	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
All Crime	90.3	80.3	5	5	20	22
Burglary Dwelling	10.8	9.1	5	3	25	20
Vehicle Crime	10.7	9.1	3	2	21	21
Violent Crime	19.0	17.2	6	5	23	19
Criminal Damage (excl threat to commit)	22.5	19.1	5**	5*	25**	24*

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

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

Detection rate MSF & national comparison

	Sanction detection rate		Ranking in MSF		Ranking nationally	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
All Crime	24.7%	27.5%	5	3	31	24
Burglary Dwelling	15.6%	22.3%	5	1	27	8
Vehicle Crime	10.8%	12.9%	5	2	14	18
Violent Crime	41.6%	46.0%	6	5	38	32
Criminal Damage (excl threat to commit)	15.2%	15.8%	2**	2*	11**	11*

* Cheshire performance data for April 2007 to March 2008 are not included, as their figures are unavailable at present.

** Avon and Somerset performance data for April 2006 to March 2007 are not included, as their figures are unavailable at present.

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

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

The Authority recognises the importance of comparative performance with other forces both within Kent's MSF and also nationally – especially given the importance of comparative data in the Home Office Police Performance Assessment Framework. The Authority commentary on the policing plan has noted significant improvements in performance over 2007/08 against many of the policing plan targets and over the last three years these improvements have led to better comparative performance figures/ranking. This is a situation we will continue to build on in 2008/09.

Our most similar forces (now known as most similar groups, MSG) have been revised by the Home Office, with the changes coming into effect from April 2008. Our future performance will be considered against the new MSG, rather than those forces outlined above.

The tables below detail the complaints received in the last year and, for comparison, the previous year. As can be seen the number of complaints increased from 1088 to 1243 an increase of 14.2% on the previous year. The Kent Police Authority does not take any significant increase in complaints lightly and will continue to monitor the volume of complaints over 2008/09.

Complaints recorded by area

	2007/08	2006/07	2005/06	2004/05
North Kent	118	120	124	96
West Kent	101	95	75	47
Mid Kent	215	202	168	210
Medway	183	195	203	165
East Kent	273	142	154	110
South Kent	333	320	299	192
Other	20	14	14	12
Total	1243	1088	1037	833

2007/08 increase/decrease on previous financial year

Incivility	+ 7.6%
Neglect of duty	+ 33.5%
Assault	- 11.3%
Lack of fairness and impartiality	+ 36.0%

The Professional Standards Department (PSD) receives, monitors and investigates complaints about the staff of Kent Police. Complaints may be withdrawn, locally resolved, dispensed with, unsubstantiated or substantiated. The table below shows the number of complaints which were substantiated.

Substantiated complaints by area

	2007/08	2006/07	2005/06	2004/05
North Kent	5	9	12	3
West Kent	5	2	4	2
Mid Kent	8	14	6	9
Medway	4	16	19	4
East Kent	17	9	3	2
South Kent	24	21	26	6
Other	2	0	2	0
Total	65	71	72	26

Ethnic Minority Officers and Staff

It is vital that the police reflects the communities it serves by having a representative workforce. This is a top priority for the Force and the Authority recognises the significant effort expended by the Force towards meeting these target and fully supports the Force in its continued efforts towards greater diversity. (See details of the targets on page 13.) The figures given below are for full time equivalents (FTE) which is why they differ from the targets on page 13 which are for headcount. The tables below sets out data on minority ethnicity of Police Officers and Police Staff in Kent Police as at 31 March 2008:

Ethnicity	Number of police recruits	% of all police recruits	% of economically active population
White	126	84.6%	96.4%
Ethnic minority	23	15.4%	3.6%
Black	2		
Asian	9		
Mixed	10		
Other	2		
Not stated	0		
Total	149		

Police officer (FTE)

	Total	Establishment*	Difference: Total vs establishment	Ethnic minority
North Kent	378.0	375.0	3.0	15.0
West Kent	377.8	376.5	1.3	3.0
Mid Kent	398.6	404.0	-5.4	8.0
Medway	390.9	393.0	-2.1	9.0
East Kent	409.6	418.0	-8.4	7.0
South Kent	481.6	484.0	-2.4	7.0
6 BCU Total	2436.5	2450.5	-14.0	49.0
FHQ	1008.2	1074.3	-66.2	12.0
Student PC'S	230.0	190.0	40.0	29.0
Force	3674.7	3714.8	-40.2	90.0

Police staff (FTE)

	Total police staff	Police staff	PCSO	Ethnic minority
North Kent	178.0	126.3	51.7	14.0
West Kent	184.0	117.1	66.9	4.4
Mid Kent	232.2	167.3	64.9	5.0
Medway	194.8	125.8	69.0	11.7
East Kent	222.3	158.3	64.0	3.5
South Kent	242.9	183.4	59.5	2.0
6 BCU Total	1254.2	878.3	375.9	40.6
FHQ	1601.3	1601.3	0.0	29.1
FORCE	2855.6	2479.6	375.9	69.7

Best Value and Continuous Improvement

From March 31 2007 the Police and Justice Act (2006) saw the removal from Police Authorities of certain best value requirements with Police Authorities no longer regarded as best value authorities for certain sections of the Act. However, the fundamental duty of Police Authorities to secure best value continues and is defined under Section 3 (sub-section 1) of the 1999 Local Government Act as:

'Securing continuous improvement in the way in which all its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.'

In order to fulfil this duty, Section 3 of the Act also requires consultation with residents, businesses, service users and other interested parties. Who is consulted and the form, content and timing, must pay due regard to any guidance issued by the Secretary of State.

During 2007/08, the Force and Authority built upon its already strong history of best value reviews by developing a comprehensive continuous improvement programme that included three separate, but inter-related, strands. Aspects of this significant programme were highlighted as good practice in Her Majesty's Inspectorate of Constabulary's (HMIC's) 'Lessons Learned: National Inspection of Performance Management 2007' publication. In addition, the strengthening of the Force's performance management framework, of which the continuous improvement programme forms part, saw the Force graded as 'good' and 'improved' in 2007 compared with 'fair' and 'deteriorated' in 2006.

The continuous improvement programme that has been agreed by the Authority is substantial and delivered through a variety of review strands which include:

- **Performance and Operational Reviews (PORs)** – PORs examine the underlying performance of individual business units at the operational level, at both BCU and HQ, and also the performance of support departments at FHQ. The 2007/08 full POR programme consisted of four PORs and a balance of both BCU/Directorate PORs and thematic reviews. Thematic Reviews provide the opportunity to extend the depth of the POR process by taking a narrower theme and examining it in far greater detail. The POR process is Force owned and led and operates as an internal mechanism. However, Authority Lead Members (for both Areas and Directorates) attend for full POR presentations and the Authority is updated via regular POR progress reports to its Policing Performance Committee.
- **Post Implementation Review (PIRs)** – PIRs examine if the expected benefits were achieved around specific items of expenditure that have been approved by the Authority. The programme is now well established examining a range of performance issues with eight completed in 2007/08. The programme is developed following consultation with the Force and the Authority, which includes all Committee Chairs, the Treasurer and Chief Executive.
- **Business Improvement and Review Programme** – Topics for review are decided upon following consultation with the Authority. Multiple sources underpin the compilation of this review programme in order to reduce possible overlap and expand on issues identified through previous reviews and inspections. Staff Associations are also consulted and involved strategically and in individual reviews in order to ensure transparency and inclusion in the process.

For 2008/09 the programme continues to be developed and strengthened. For example, a best value forum has now been established which involves bi-monthly meetings between Force representatives and the Authority's Chief Executive at which any issues relating to the programme can be discussed and resolved. In addition, a PIR forum has now been established as a way of ensuring greater time is given to discussion of findings from Post Implementation Reviews (PIRs).

Inspections

Just like other public services – including schools, hospitals and local authorities – our performance is regularly assessed, inspected and audited. Police performance is compared to other similar forces elsewhere in the country. This is so that you can get an idea of how we are performing in our main areas of business compared to those forces in the country that face similar demands to us. The table shows how Kent Police performed as a force in 2006/07.

Performance area Grade awarded

Performance area	Grade awarded	Improved, stable or deteriorated since last year
Tackling crime	Good	Improved
Serious Crime and Public Protection	Good	N/A
Protecting Vulnerable People	Fair	N/A
Satisfaction and Fairness	Fair	Stable
Implementation of Neighbourhood Policing	Fair	N/A
Other local policing priorities	Good	N/A
Resources and Efficiency	Good	Improved

The grades compare our performance with other similar forces (peers) and are defined as follows:

- **Excellent** – performing significantly better than our peers,
- **Good** – performing better than our peers,
- **Fair** – performing at a satisfactory level and similar to our peers,
- **Poor** – performing worse than our peers and below the required standard.

'Improved', 'stable' and 'deteriorated' reflect our performance compared with the previous year and can only be awarded for those areas that have been assessed consistently over two years. Several areas that were inspected in 2006/07 had not been inspected previously. In three areas we were shown to be performing at a satisfactory level similar to our peers and in four areas we were performing at a higher level than our most similar forces and above a satisfactory standard. These assessments provide a high level overview of different aspects of our performance. For more information about how these assessments are arrived at go to www.kent.police.uk

Audit and inspection

Our performance is assessed in a variety of ways by a number of different organisations. Her Majesty's Inspectorate of Constabulary (HMIC) conducts a number of risk-based inspections each year, which focus on particular high-risk areas of policing. Recommendations from these inspections are actively taken forward and monitored through to completion by our dedicated inspection and review team.

HMIC Neighbourhood Policing – The Force was graded as 'fair' for the continuing implementation of Neighbourhood Policing. This is the same grade we received in the previous year with progress continuing. HMIC commented that 'Many important initiatives are being progressed meaningfully and at speed' with Neighbourhood Policing 'Becoming culturally embedded within the force'. In order to complete full implementation across Kent and Medway by April 2008, a Change Plan is in place, which brings together recommendations from HMIC and National Policing Improvement Agency. This also includes regular internal assessments of where we need to target our effort to ensure that Neighbourhood Policing is fully embedded in Kent and Medway.

Inspections

HMIC Performance Management – The Force was graded as 'good' and achieved a significant improvement compared to the previous year. This was recognised by HMIC who commented that, 'Following the HMIC Baseline inspection of 2006 the Force has invested considerable effort in improving its performance management framework and this has clearly paid dividends.' With in excess of 45 strengths identified by the inspection team, this report demonstrates how the Force has embraced a new culture of 'supportive yet intrusive management'. 'Partnership arrangements are noticeably strong in Kent, with the local policing agreements between police and local authorities bearing testament to established working relationships. CDRP requirements are discharged effectively with clear evidence of joint protocols, shared targets and effective information exchange'. While a lot has already been achieved, this represents an area where new initiatives are continually being developed to improve and refine our performance management framework, including the use of a Balanced Scorecard for each policing area.

HMIC protecting vulnerable people – Overall, the Force was graded as 'fair' for Protecting Vulnerable People which is the same grade we received in the previous year. HMIC assessed four specific investigation areas and awarded grades for each: Child abuse 'fair'; Domestic violence 'fair'; Missing Persons 'good'; Public Protection 'fair'. HMIC recognised the strength and value of our partnership arrangements, 'The multi agency partnership arrangements within Kent are very strong'. They also commented positively on our plans for further development in the coming year, which focus on additional training and supervision. As part of this development we continue to seek further investment in order to ensure that we offer the best possible protection to the public and respond proactively to the risks posed.

Data quality audits

Assessments of the quality and integrity of our data are made by the Home Office, HMIC and the Audit Commission. Several were conducted during 2006/07 with these showing that the quality and integrity of our data is extremely high.

HMIC Crime Recording Review – The integrity of our crime recording is of the utmost importance to us as our performance data are derived from this source. The Force achieved a 'good' grade for corporate arrangements for data quality, which is stable compared to the previous year. For the quality of our data we were once again rated as 'excellent' which represents the highest possible grade.

HMIC Forensic Data Quality Audit – HMIC inspected five areas of Forensic data and graded three as 'excellent', one as 'good' and one as 'fair'. The Force achieved a grade of 'excellent' for data quality with HMIC commenting that 'The excellent data accuracy is reinforced by a robust audit regime'.

HMIC User Satisfaction Audit – For all aspects of our surveys, which ask victims how they rate the service they receive from us after reporting a crime, we were assessed as 'excellent'.

HMIC Detections Audit – For both management arrangements and data testing HMIC graded the Force as 'fair'. Since the inspection we have already made a great deal of progress by not only advancing all HMIC's recommendations but radically changing our internal audit processes in order to significantly increase the accuracy and quality of our data.

HMIC Domestic Violence Audit – For management arrangements the Force was graded 'good' and for data quality 'excellent'.

HMIC Stop and Search Audit – For management arrangements the Force was graded 'good' and for data quality 'excellent'.

Audit Commission Police Use of Resources (PURE) Assessment – This audit concentrates on Financial Reporting, Financial Management, Financial Standing, Internal Control and Value for Money. In previous years the Force has achieved an overall score of 3 (consistently above minimum requirement – performing well) out of a maximum score of 4.

Treasurer's Statement

The Statement of Accounts records the expenditure and income of the Kent Police Authority (KPA) during the financial year 2007/08 and its financial position at the 31 March 2008. The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting' (SORP) 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 2007/08 is available on the Kent Police website (www.kent.police.uk).

Please send questions or comments about this section to: David Lewis, Treasurer of Kent Police Authority, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB or e-mail: treasurer.kpa@kent.pnn.police.uk

Financial Review

Kent Police Authority spent £332.2m, but if you look at the accounts shown on the Website they will be different because interest receivable from Deposits of £3.8m and Other Income of £63.9m has been taken into account in accordance with accounting guidelines.

The under spend of £2.0m in this year was mainly due to managed delays in recruiting some Police staff, a change to the time of year that some police officers join the Force and the Police Pay award not being back paid to September by the Home Secretary. The total under spend amounted to 0.78% of the total budget.

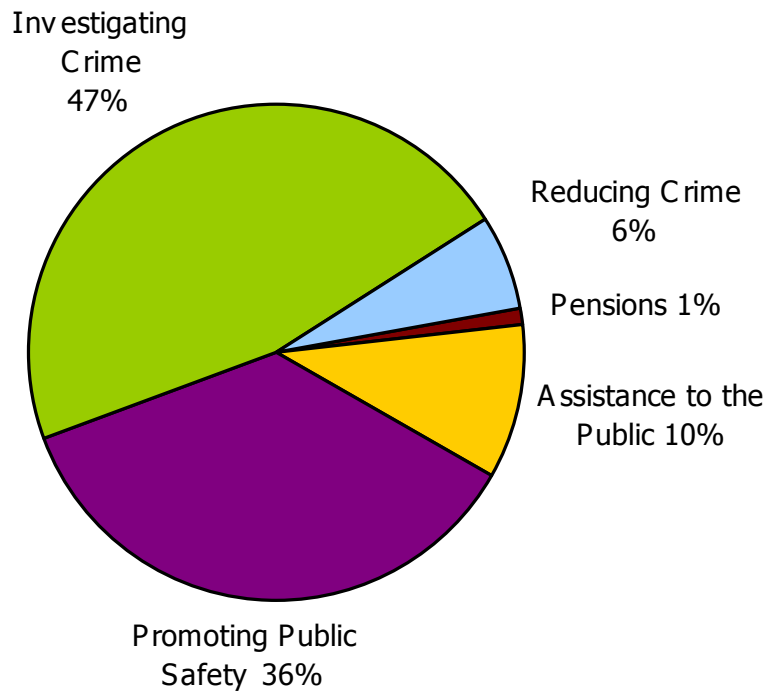
The Authority has determined that the money not spent this year will be held in reserves and used to pay for services that will be required over the next three years.

	£m	%
Police Officer Pay and Pensions	186.7	56.2%
Police Staff pay and Pensions	77.9	23.4%
Running Costs	67.6	20.4%
Gross Expenditure	332.2	
Funded by:		
Council Tax	75.4	23.1%
Police grant	114.3	32.5%
Revenue Support Grant	11.0	3.4%
Non- Domestic Rates	65.8	20.2%
Interest Receivable	3.8	1.2%
Other Income	63.9	19.7%
Total Funding/Income	334.2	
Total Under spend 2007/08	2.0	

Financial Review

The Home Office has recently issued revised guidance which may affect expenditure relating to Police Pensions. If this is found to be the case the above figures may change.

The chart below shows how the police budget is spent:



Total useable revenue Reserves held on deposit by the Authority on 31st March 2008 stand at £24.5m. This sum has been put aside to fund our potential insurance payments (£12.5m), to fund future budget pressures (5.9m), spend to save initiatives (£5.0m) and computer replacement (£1.1m). There is also a general reserve of £5.3m held to cover unforeseen expenditure (2% of budget).

Council Tax

Kent Police Authority has the 3rd lowest Council Tax charge of any Shire Force in the country. Our services continue to provide excellent value for money and the charge for 2007/08, set against previous years in shown below.

	2007/08	2006/7	2005/6
Band D Council Tax	£122.18	£116.37	£110.88
Band D Equivalent Properties	615,311	609,219	603,834
Band D Equivalent Properties	615,311	609,219	603,834

Operational Performance

Kent Police are showing significant and sustained improvements in the detection and reduction of crime, borne out by the Home Office crime statistics and our own Kent Victimisation and Crime Survey, which in 2007/08, interviewed 4000 Kent and Medway residents. In the last 12 months crime has fallen by 14% and Sanction Detection rates (offenders receiving a charge, caution, other offences taken into account at court or were issued a fixed penalty notice) has increased from 24.7% to 27.5%.

Accountability

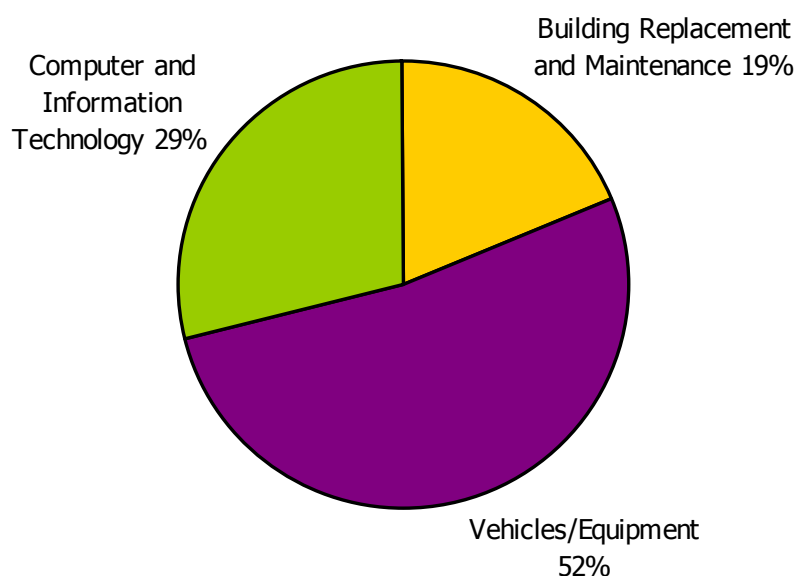
The Audit Commission audited the Kent Police accounts for the 2007/08 financial year. The auditors gave a favourable opinion on the accounts and signed them off without qualification.

The Auditors reviewed Kent Police for its use of resources as laid down by the Audit Commission. We do not have the final results for 2007/08 as yet, but in 2006/07 Kent Police was assessed as performing consistently above minimum requirements.

Capital Expenditure

Total Capital expenditure in 2007/08, which includes building replacement and maintenance, vehicles and all other fixed assets, was £8.6m

This money was spent as follows:



Balance Sheet

Full details can be seen on the Kent Police website (www.kent.police.uk)

	£m	
Net value of fixed assets	195.8	The actual net worth of the Kent Police Authority is very strong, showing an asset value of £214.3m. This includes all buildings and other assets owned by the Authority, but does not include the new Medway Police Station, built under Private Finance Initiative (PFI). PFI buildings are shown as rented rather than owned by the Authority.
Other long term assets	1.0	
Amount owed to the Authority	14.1	
Temporary Investments	49.7	
Bank Balance	0.6	
Amount owed by the Authority	-25.0	
Amount owed by Authority – long term	-22.1	
Total Net Assets held by the Authority	214.1	
Other amount owed due to long term Pension Liability	-1,400.6	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.
Total Assets less all liabilities	-1,186.5	

Equality

Kent Police Single Equality Scheme 2008-11

All public authorities, are required by law, to have due regard to the need:

- to promote equality of opportunity;
- to eliminate discrimination; and
- to promote good relations between and within different communities.

Kent Police Equality Aim

Kent Police wants to be an inclusive and consultative organisation with a workforce that reflects the population of Kent and a culture which respects and celebrates all aspects of diversity. We want to meet the needs of everyone living, working and visiting Kent by providing an accessible and responsive service. We also want to provide a service, and working environment, that is free from discrimination, harassment, bullying, or victimisation.

The Kent Police Single Equality scheme was published in 2008 and shows how we will meet our legislative obligations, specifically the Race Relations (Amendment) Act (2000), Disability Discrimination Act (2005) and the Equality Act (2006).

It also demonstrates how we promote equality in respect of age, religion and belief and sexuality. Meeting these requirements is the minimum standard Kent Police aspires to.

The scheme incorporates the Disability Equality Scheme 2006/09, Gender Equality Scheme 2007/10 and the Race Equality Scheme. Action plans from these schemes are added into the Single Equality Scheme.

A copy can be downloaded from the Kent Police website at:

- <http://www.kent.police.uk/Diversity/Diversity%20pdfs/Single%20Equality%20Scheme%20May%2008.pdf>

Kent Police Authority Single Equality Scheme

Kent Police Authority is required to produce separate equality schemes. This is important so that the Authority can demonstrate compliance with the schemes in terms of its own governance and employment practices as well as its oversight and scrutiny arrangements for the work of Kent Police.

The Authority's Equality Aim

The Authority is committed to ensuring that Kent Police delivers a service which reflects the needs and expectations of all sections of society, so that the people of Kent and Medway feel safe, and can be confident they will be treated fairly and without discrimination.

The Kent Police Authority Single Equality Scheme was developed in consultation with the public and minority groups to help us achieve our aim and our statutory duties.

A copy can be downloaded from the KPA website:

- <http://www.kentpa.kent.police.uk/Publications/Diversity/Item%2010%20appendix%20a%20D.pdf>

Hate Crimes and Incidents

Kent Police treat all hate crimes and incidents as a priority. The key strands of diversity associated with hate crimes or incidents are: age, disability, gender, race, religion and belief, and sexuality, albeit this list is not exhaustive. The victim of a hate crime or incident does not have to be a member of a minority group or someone who is considered vulnerable. In reality, anyone can be a victim of a hate crime or incident and anyone can identify a hate crime.

A hate incident is defined as:

Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate.

A hate crime is defined as:

Any hate incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.

Recorded hate crime by area:

	2007/08	2006/07	% Change
North Kent	182	203	-10.3%
West Kent	165	235	-29.8%
Mid Kent	198	166	19.3%
Medway	197	268	-26.5%
East Kent	191	181	5.5%
South Kent	217	174	24.7%
Force	1150	1227	-6.3%

Prejudice incidents by area:

Prejudice type*								
	Racial	Religious	Gender	Homosexual	Transgender	Heterosexual	Disability	Age
North Kent	219	6	1	7	2	0	5	0
West Kent	202	10	0	30	1	0	28	11
Mid Kent	220	4	1	25	0	0	9	2
Medway	281	6	1	19	8	0	2	0
East Kent	263	12	1	41	1	1	10	0
South Kent	244	11	0	43	0	0	10	5
Force	1429	49	4	165	12	1	64	18

* it is possible for a crime to have more than one type of prejudice.

Statutory Performance Indicators

The following tables show how we have been performing against nationally set measures of performance. Each police force in England and Wales is measured in the same way. The latest results for 2007/08 are yet to be audited.

Statutory Performance Indicators		Apr 2005 - Mar 2006	Apr 2006 - Mar 2007	Apr 2007 - Mar 2008
Citizen focus				
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>making contact with the police</i> .	92.2%	92.1%	92.1%
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>action taken by the police</i> .	78.1%	76.6%	77.5%
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>being kept informed of progress</i> .	67.2%	66.5%	66.9%
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>their treatment by staff</i> .	90.1%	90.6%	90.8%
SPI 1e	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>the overall service provided</i> .	81.2%	80.5%	81.1%
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job.	42.2%	45.4%	49.8%
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided.	70.4%	69.9%	76.0%
SPI 3b	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided. a) of users from minority ethnic groups, the percentage satisfied, b) of white users, the percentage satisfied.	a) 74.3% b) 79.1%	a) 76.4% b) 78.9%	a) 77.1% b) 80.1%
SPI 3c	Percentage of PACE searches which lead to arrest by ethnicity of the person searched.	16.4% Ethnic Minority 11.2% White	12.4% Ethnic Minority 9.5% White	14.5% Ethnic Minority 10.2% White
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.	35.4% Ethnic Minority 38.7% White	35.9% Ethnic Minority 39.1% White	39.7% Ethnic Minority 41.6% White
SPI 3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	2.7% : 3.6%	3.2% : 3.6%	15.4% : 3.6%
SPI 3g	Percentage of female police officers compared to overall force strength.	23.8%	24.8%	25.4%
Reducing crime				
SPI 4a	Using the British Crime Survey, the risk of personal crime.	7.3%	7.6%	5.4%
SPI 4b	Using the British Crime Survey, the risk of household crime.	20.7%	20.6%	15.6%
SPI 5b	Violent crime per 1,000 population.	18.5	18.8	17.2
SPI 5e	Life threatening crime and gun crime per 1,000 population.	0.5	0.5	0.4
SPI 5f	Acquisitive crime per 1,000 population.	20.3	19.1	16.6

Statutory Performance Indicators

Statutory Performance Indicators		Apr 2005 - Mar 2006	Apr 2006 - Mar 2007	Apr 2007 - Mar 2008
Investigating crime				
SPI 6b	Percentage of offences brought to justice.	24.0%	25.6%	28.9%
SPI 7a	Percentage of notifiable offences resulting in a sanction detection.	23.7%	24.7%	27.5%
SPI 8a	Percentage of domestic violence incidents where an arrest was made related to the incident.	New measure as of April 2006	32.2%	33.2%
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population.	New measure as of April 2006	£2,839.19	£1,900.19
Promoting public safety				
SPI 9a	Number of people killed in under 30 days or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.	5.7	5.2	5.1
SPI 10a	Using the British Crime Survey, fear of crime. a) Percentage very worried about burglary, b) Percentage with high level of worry about car crime, c) Percentage with high level of worry about violent crime.	a) 11.4% b) 14.6% c) 18.2%	a) 13.3% b) 13.0% c) 17.4%	a) 9.4% b) 10.3% c) 14.3%
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour. Percentage who perceive a high level of anti-social behaviour.	20.2%	19.1%	15.4%
SPI 10c	Using the British Crime Survey, perceptions of local drug use/drug dealing. Percentage who perceive that people using or dealing drugs are a problem in their local area.	27.6%	24.2%	21.5%
Providing assistance				
SPI 11a	The percentage of police officer time spent on frontline duties.	66.4% ¹	67.6% ²	70.1% ³
Resource use				
SPI 12a	Delivery of cashable and non-cashable efficiency targets.	1.7% Cashable 3.4% Non-cashable	3.1% Cashable 6.8% Non-cashable	3.4% Cashable 9.2% Non-cashable
SPI 13a	Percentage of working hours lost due to sickness for police officers.	3.4%	4.0%	3.8%
SPI 13b	Percentage of working hours lost due to sickness for police staff.	3.8%	4.2%	4.4%

1. Data relates to the period April 2004 to March 2005.
2. Data relates to the period April 2005 to March 2006.
3. Data relates to the period April 2006 to March 2007.

Environmental Strategy

We recognise our responsibility to protect the environment and we are committed to embedding environmental considerations into everyday decision-making.

Underpinning our commitment is an Environmental Strategy that seeks to minimise any adverse environmental impact as a result of the Force performing its duties. The strategy assists us to:

- comply with legislation concerning the environment,
- consider opportunities to improve sustainability,
- increase the awareness of our employees of policies and responsibilities,
- utilise 'eco-friendly' products where financial constraints allow.

In 2007/08 we made a number of achievements:

- we have been awarded a BREEAM (Building Research Establishment Environmental Assessment Method) 'excellent' rating for our new North Kent Police Station.
- new gas supplies replacing oil have been installed at Ashford, Margate and Sittingbourne.
- we have formalised arrangements for the recycling of waste metal and have recycled over 10 tonnes to date. The monies we receive will be used to help offset other environmental recycling costs.
- we have recycled over 200 tonnes of confidential waste.
- we are currently recycling approximately one tonne of paper and cardboard per month.
- we are committed to reducing pollution and emissions from our vehicles and we are in the process of transferring our fleet to diesel fuel.
- we have promoted various 'green travel' schemes including the 'Cycle to Work Scheme', the 'Green Car Scheme' and car share schemes as well as encouraging greater use of public transport.