

Chief Constable's Report
to
Kent Police and Crime Commissioner's Performance and Delivery Board

INSPECTIONS, AUDITS & REVIEWS

14 September 2022

1. Strategic Overview.

Policing is an increasingly regulated public service and the overarching responsibility for governance is set out in the Police Reform and Social Responsibility Act 2011. The legislative framework is complemented by the Policing Protocol 2011 (which came into force in January 2012) and covers the scope of the Act and the specific responsibilities of the key stakeholders including both the Police and Crime Commissioner (PCC) and the Chief Constable. Amongst those responsibilities the protocol states the PCC should: 'scrutinise, support and challenge the overall performance of the Force' and the utilisation of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) inspections and other audits, and reviews of the force enables the PCC to monitor specific areas of the force that are third party under scrutiny.

2. Aims of the report.

This report will record the key detail of the latest or ongoing inspections, audits or other reviews that have taken place during the period 1 May 2022 to 11 August 2022.

Further detail on the reports and recommendations referenced in section three of this report can be found on the HMICFRS website. The progress of recommendations is monitored through established governance and scrutiny processes with regular updates provided to the Deputy Chief Constable. Formal sign off of recommendations will be undertaken by the force's HMICFRS Force Liaison Lead.

3. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS).

The role of HMICFRS is to inspect and report on the efficiency and effectiveness of police forces and specified national police agencies. HMICFRS's overall objective is to provide, independent and professional assessments of police efficiency, effectiveness and legitimacy for the public, their elected representatives, and the police.

3.1 HMICFRS Publication – Centre for Women's Justice Super Complaint - Police Perpetrated Domestic Abuse

On 30 June 2022 HMICFRS published the findings following their investigation into the super complaint raised by the Centre for Women's Justice (CWJ). The complaint alleged that forces were not responding appropriately to cases of domestic abuse involving police officer or police staff suspects. The CWJ contends that there are insufficient safeguards to ensure both the integrity of the police response and that the unique risks, challenges and concerns for victims of police perpetrators are adequately addressed. Kent was not one of the Forces that was inspected as part of the HMICFRS investigation.

The findings from the investigation state the criminal investigation of cases involving police perpetrators is comparable to the quality of other domestic abuse investigations. Data collected indicates that reports of domestic abuse offences are just as likely to lead to criminal charges when a police suspect is involved. HMICFRS also found that the initial handling and response to 999 calls were good.

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While the findings were broadly reassuring, areas for improvement were identified. For example, cases seem just as likely to be closed without all lines of enquiry being pursued, if a victim does not support an investigation. More also needs to be done to protect victims from repercussions when allegations are reported to the police and appropriate safeguarding is consistently applied. HMICFRSs found that not all misconduct investigations are carried out when they should be, nor conducted appropriately. Allegations of domestic abuse offences against police officers and staff should be reviewed and investigated by force Professional Standards Departments; within Kent this takes place.

The report provides seven recommendations and five actions aimed at better investigations and protection of victims in these cases. Three of the recommendations are for Chief Constables; these have been accepted and will now be reviewed to ensure the force is compliant. All forces are required to provide a response on progress to the National Police Chiefs' Council in six months' time.

3.2 Criminal Justice Joint Publication – A Joint Thematic Inspection of Multi-Agency Public Protection Arrangements

On 14 July 2022, HMICFRS published a Joint Thematic Area Inspection led jointly by HMI Inspectorate of Probation and HMICFRS regarding Multi-Agency Public Protection Arrangements (MAPPA).

The joint inspection examined the work of prisons, police, and probation in delivering MAPPA. One hundred and seven cases were inspected across six MAPPA areas, Kent Police were not involved and was not one of the Forces that was inspected as part of the HMICFRS investigation.

HMICFRS found strong police leadership at a national level with good strategic oversight and governance of those subject of MAPPA. Adherence to national and local policies concerning MAPPA were also found. MAPPA cases at Levels 2 and 3 effectively manage the risks that violent and sexual offenders pose to the public; for Level 1 cases, further improvements are needed in respect of information sharing, reviews and pre-release planning. Within Kent, HMICFRS stated in their recent PEEL inspection 2021/22, "There is clear oversight and involvement with MAPPA alongside a strong understanding of the serious further offence process".

The report highlights nineteen recommendations to strengthen MAPPA arrangements, four of which are for Chief Constables. These will be reviewed to ensure the force is compliant.

3.3 PEEL 2021/22 - Update

Following the publication of the Kent PEEL 2021/22 inspection findings on the 28 April 2022 progress against the areas for improvement has been overseen by Chief Officers and their respective business leads. Workstreams for each area of improvement are extensive therefore a summary of key activity to date is provided below.

Crime data integrity (Outstanding)

The force continues to work with the National Police Chiefs' Council in the production of a nationally agreed position on recording protected characteristics across police systems. It is anticipated the national work will be complete in 2023. Within Kent, a working group has been established to ensure early considerations are identified and addressed to operationalise the collation of protected characteristics in preparation of the national direction.

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Engaging with and treating the public with fairness and respect (Good)

As detailed in the previous paper to the PCC Performance and Delivery Board the force has effective processes in place to obtain feedback from victims of hate crime, domestic abuse and rape. The current overall satisfaction figures for the rolling year to June 2022 highlights continued positive performance:

- Hate Crime 87.0%
- Domestic Abuse 87.2%
- Rape 88.6%

Research has commenced to ascertain options to strengthen the current processes and assess public satisfaction beyond the current focus of vulnerability as per the area for improvement. An initial meeting has taken place to scope product feasibility and further meetings are planned to understand costs and benefits.

In addition, the Chief Constable has commissioned the Innovation Task Force to undertake a survey of victims of crime across a number of crime types, gathering first-hand the victim's view of the police response and service provided. The planning for this work is underway.

Preventing crime and anti-social behaviour (Good)

The force currently provides a three-tier structure of training for neighbourhood officers with an ambition to develop this further in line with the area for improvement.

Good practice nationally has been sought and the force is developing a structured training package for neighbourhood policing teams. This will build on the current structure of expert, enhanced and foundation levels of training incorporating national best practice.

Responding to the public (Requires Improvement)

As detailed in the previous PCC Performance and Delivery Board paper, the force acknowledges the findings from the PEEL report however in respect of identification of vulnerable repeat callers, provision of crime prevention and scene preservation advice and response to incidents the force is confident in the processes, governance, and scrutiny in place.

The Force Crime and Incident Response (FCIR) Command have undertaken reviews of the identification of threat, risk and harm, highlighted any learning or trends and incorporated these into the continuous training that takes place. These reviews will form part of the continued quality assurance process and ensure the identification of vulnerable repeat calls remains effective.

The force complies with the National Contact Management Strategy and National Contact Management Learning Programme and crime prevention and scene preservation advice is provided where appropriate.

'My Community Voice' is a web-based product that people sign up to and currently has over 8,300 members. Crime prevention advice will now be provided using this facility to enhance the current process. In addition, work is underway to develop a text-based service which directs the caller via a link to crime prevention advice on the Kent Police website; this should be available in August/September 2022.

Of paramount importance when responding to calls is safety of the victims and witnesses, the wider public on the roads of Kent and the officers being sent. The current grading of incidents for immediate calls follows the national guidance and is fit for purpose. The force response to incidents will continue to be monitored to ensure continued adherence to national guidance.

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A review of capacity and capability of local response teams is underway, overseen by the Assistant Chief Constable for Local Policing. A key component of this review was a re-run of the resource allocation model (RAM) which considered current demand and performance. As a result, Local Policing teams have seen an increase of 69 officers across the three Divisions which will assist with the capacity and resilience issues identified in the area for improvement. Further work in respect of reducing demand is underway.

Investigating crime (Requires Improvement)

As detailed in previous PCC Performance and Delivery Board papers the force responded promptly to concerns raised by HMICFRS in respect of the resourcing of the Vulnerability Investigation Teams (VITs) who investigate domestic abuse and detective capacity was increased with further growth generated by those on the detective pathway.

The Domestic Abuse (DA) Hub went live on 18 May 2022. The team operate between 8am and 8pm, seven days a week with a primary function to respond to high, appointment or priority domestic abuse calls for service. The team carry out primary investigations where appropriate, making early assessments and maximising the opportunities for secondary investigators to bring best outcomes for victims. Newly established Proactive VIT Domestic Abuse teams will target those offenders posing the greatest risk, thus reducing repeat offending, and improving prevention.

Early data highlights a reduction in the volume of work allocated to Local Policing, VITs and Victim Based Crime Teams. Victim satisfaction levels for those engaged with via the Hub is high (90.4% for the rolling year to June 2022). A full evaluation will review the quality of decision making, quality of victim engagement, outcomes for victims, feedback from victims and the volume and quality of work allocated to ensure continued effectiveness. Further detail on the Domestic Abuse Hub can be found in the PCC Performance and Delivery Board paper entitled 'Making Kent Safer'.

A three-day supervisory investigative improvement course has been developed which provides bespoke investigative inputs across several key areas including those highlighted as part of the PEEL inspection. Two inputs have been provided to date and feedback has been very positive. Further courses are planned for the remainder of the year and into 2023. As part of the ongoing work to drive improvement, particularly in relation to supervision and crime investigation the Chief Constable and Deputy Chief Constable will be holding a series of operational engagement events with every Chief Inspector, Inspector and Sergeant, the first of which commences in September 2022.

Investigative performance is reviewed each month at the Crime Management and Investigative Quality Board. Current performance (July 2022) continues to show improvements in the quality of allocation, investigation plans, supervisory reviews and evidence led prosecutions:

- 442 (95.0%) of crimes were allocated in a timely manner;
- 383 (82.4%) of supervisors had outlined an investigation plan;
- 327 (70.3%) evidenced effective supervision;
- 172 (37.0%) saw the victim decline to support the investigation; evidence the police tried to progress the case without the support of the victim in 123 (71.5%) of the reviews.

Work to enhance the position in respect of victim needs assessment is underway and includes mechanisms to record victim needs within the force crime recording system and focussed communications to ensure attending and/or investigating officers are aware of their responsibilities. A quarterly Victim Justice Board has been introduced, chaired by the Assistant Chief Constable for Crime to provide additional scrutiny.

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Protecting vulnerable people (Adequate)

Increases in domestic violence prevention notices (DVPNs) sought and domestic violence protection orders (DVPOs) granted by the court continue to increase as a result of continued focus and reinforcement with staff. For the period 1 March 2022 to 3 August 2022, 138 DVPNs were authorised and 119 DVPOs granted. This is an increase on the preceding six month which saw volumes sit at 100 and 94 respectively. Performance in this area will continue to be monitored to ensure this area for improvement is consistently achieved.

In respect of staff welfare, in addition to the well-established provisions in place, staff within the Protecting Vulnerable People (PVP) Command have been given the option of face-to-face meetings with the Wellbeing Team and the force is looking to introduce a Care and Wellbeing Passport. Options are being explored to improve engagement and perceptions to ensure individuals experience value, meaningfulness support. Health and Wellbeing Services continue to engage and work with PVP teams, and a number of positive engagements with staff have taken place.

Managing offenders and suspects (Requires Improvement)

Kent Police has a comprehensive Bail Management policy and clear governance in place. Revisions have been agreed in line with new legislation which will see Superintendents conducting six monthly reviews of all Bail and released under investigation (RUI) and will provide further scrutiny and effective management. A review of all RUI records is being undertaken to ensure administrative accuracy. The legislative change represents an opportunity to review current policies and process, amend and reinforce with renewed focus and ensure improvements continue to be made. As reported above, the introduction of a quarterly Victim Justice Board, led by the Assistant Chief Constable Crime will provide additional scrutiny in this area.

The management of registered sex offenders (RSOs) is effective, and the PEEL report highlights adherence to authorised professional practice (APP). The review of offender management structures, resources and capability is underway to ensure the provision is as effective as it can be. The review will also consider digital capacity and capability in line with the area for improvement.

Strategic Planning, Organisational Management and Value for Money (Good)

The area of improvement made within this core question regarding the allocation of resources to meet demand is linked to the area of improvement within responding to public and therefore activity detailed within this section would apply.

Governance

Improvements in line with the PEEL findings is of paramount importance to the Chief Constable, the Deputy Chief Constable and all Chief Officers in order that the public of Kent receive a quality provision. Governance is clear and progress is overseen monthly by the Force Improvement Board chaired by the Deputy Chief Constable. After each Force Improvement Board an update will be provided to the Chief Constable on the progress being made. In November 2022, the Chief Constable will also hold the first extraordinary PEEL Oversight Board. In this Board action owners will be required to attend to provide an update on progress, evidence, improvements and outcomes.

4. Internal and External Audit Functions.

4.1 Internal Audits. The Internal Audit Plan for 2021/22 was agreed with management and the Joint Audit Committee in June 2021 but contract discussions meant that work did not commence until September 2021. The below table shows the progress against each of these audits agreed as part of the 21/22 plan.

Assignment	Start date / Status	Draft report issued	Final report issued	Opinion	Actions agreed		
					L	M	H
Off Payroll Workers (Joint)	FINAL	16/11/21	06/01/22	Advisory			
Follow Up – Part One	FINAL	01/12/21	01/12/21	Good Progress	2	0	0
Risk Management – OPCC	FINAL	22/10/21	04/11/21	Reasonable Assurance	3	2	0
Gifts and Hospitality	FINAL	07/10/21	30/11/21	Reasonable Assurance	3	2	0
Debt Collection and Recovery	FINAL	01/12/21	28/01/22	Substantial Assurance	1	1	0
Capital Accounting and Fixed Assets	FINAL	27/01/22	02/03/22	Substantial Assurance	0	0	0
General Ledger	FINAL	31/01/22	10/03/22	Reasonable Assurance	1	1	0
Health and Safety – Contractors	FINAL	02/02/22	27/06/22	Partial Assurance	0	1	2
Estates Strategy – Operation Zenith	FINAL	18/03/22	16/06/22	Reasonable Assurance	3	3	0
Complaints	FINAL	29/03/22 Revised DRAFT - 07/06/22	27/06/22	Reasonable Assurance	3	1	0
Pensions and Ill-health Retirement (Joint)	FINAL	24/02/22 Revised DRAFT – 10/03/22	08/06/22	Partial Assurance/ Substantial Assurance	3	2	0
Follow Up Part 2	FINAL	08/03/22	08/04/22	Good progress	1	0	0
Creditors	FINAL	05/04/22	05/05/22	Substantial Assurance	1	0	0
Payroll	Fieldwork complete, draft report expected to be issued shortly						
Treasury Management	DRAFT	18/05/22					
Airwave and emergency services network device control	FINAL	20/05/22	16/06/22	Reasonable	0	3	0
Medium Term Financial Planning, Budgeting and Control	Final	26/05/22	27/06/22	Reasonable Assurance	2	1	0

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IR35 Follow Up (replacing Business continuity and disaster recovery (joint))	Replacement Audit being scoped						
Freedom of Information and Subject Access Requests (OPCC)	DRAFT	24/05/22					
Procurement (Joint)	DRAFT	27/05/22 (Revised draft 27/6/22)					
Anti-Fraud Review (replacing Efficiency/ Savings Programme and Business Services- Property)	Fieldwork in progress						

Audit actions and progress are reported at the relevant Joint Audit Committees. Actions signed off between the previous JAC and the latest one (July 22) are highlighted below. Overall, good progress is being made on audit actions and where actions are overdue, plans are in place to address this.

Audit Name	Audit Number	Recommendation	Risk	Deadline	Signoff Date
Gifts & Hospitality	1.21.22	1	Medium	31/12/2021	11/03/2022
IT Service Management	2.20.21	2	Medium	31/12/2021	08/05/2022
Key Financial Controls and Month End Procedures	19.20.21	2	Medium	31/03/2022	13/04/2022
Follow up – Part Two-Body Worn Video	8.21.22	1	Low	13/04/2022	13/04/2022
Off Payroll Workers (IR35)	3.21.22	3	Advisory	31/01/2022	11/03/2022
Off Payroll Workers (IR35)	3.21.22	2,4,5,7,10,12 & 13	Advisory		08/05/2022
Key Financial Controls and Month End	19.20.21	1	Low	31/03/2022	31/05/2022
Debt Collection & Recovery	4.21.22	1	Medium	31/03/2022	31/05/2022
General Ledger	6.20.21	1	Low	31/03/2022	17/06/2022
Pensions and Ill Health Retirement (Joint)	4.21.22	3	Low	31/05/2022	23/06/2020

4.2 External Audit.

Our auditors, EY are the majority of the way through their 21/22 audit and at this point in time, there have been no major findings. We expect the audit to be completed shortly and the plan to publish at the end of September remains on track. However, this could be compromised by information required from external partners, most notably Grant Thornton who audit the Kent Pension Fund.

5. Summary.

The Force welcomes and benefits from varying levels of scrutiny and governance. It will continue to strive for further improvements as part of the integrated PEEL assessments. This demonstrates the Force's commitment and drive to provide the very best service to victims, witnesses and the people of Kent. The extensive programme of internal inspections also reflects the commitment that Kent Police demonstrates to provide a quality service across all of the business.