

Report to the Kent Police and Crime Commissioner's Governance Board

Date: 2 August 2016

Title: HMIC & Other Inspection Report(s) since last meeting and Performance Update

From: Chief Constable

INTRODUCTION

1. The Force has evolved its performance management over the last few years from a target driven framework to a quality performance framework which assesses whole Force performance, adding context and giving focus on areas of business that cause the most harm. This means that the Force does not look at numerical performance in silos and has built an understanding of impact and structure around its ability to deliver against the Chief Constable's mission of "putting victims and witnesses at the heart of what we do".
2. A copy of the Force Quality Performance Framework (QPF) is attached for information.

CURRENT FORCE PERFORMANCE

3. The Force Performance Committee was held on 26 May 2016. The current grading of the six QPF outcomes stand at:
 - Outstanding: no themes
 - Good: Offenders (Integrated Offender Management), Supported Workforce and Standards and Integrity
 - Area for Improvement (AFI): Community, Victims and Threat, Risk and Harm
 - Poor: no themes
4. The positive themes underpinning the Good outcomes include:
 - Offenders - further reductions in Integrated Offender Management (IOM) cohort offending; the introduction of the youth justice team with early positive results; continued improvements to the timeliness of case files, improved gang related intelligence and the development of a gangs strategy by SCD.
 - Supported Workforce - staff survey, reduction in the average hours lost per persons for all employee groups, police officer absence has decreased for the short, medium and long term, Chief Constable's Annual Awards Ceremony recently held where a number of contributions recognised, local reward and recognition programmes embedded in various departments including 'Develop You' and reduced assaults on police.
 - Standards and Integrity - maintained levels of crime accuracy (internal audits confirm sustained 96%), Kent is live with the Home Office Data Hub (public data) and data feed is highly accurate, overall volume of complaints has decreased, current drive to improve timeliness of complaints investigation, continued improvement in case file quality under Op Dice.
5. The AFI themes were discussed at the Committee to understand and progress the specific areas requiring improvement. These included digital forensic timeliness, public satisfaction (based on the Kent Crime and Victimisation Survey (KCVS) findings), and public call attrition rates.
6. Due to the increasing demand for digital forensics, the unit has undergone a review which identified a requirement for additional staff within the unit. The majority of the new staff are now in place and the improvements in the timeliness of digital forensics have been experienced. Current Digital Forensics performance is detailed below:
 - Immediate submissions: 100% were completed within the 7 days SLA timescale, with the majority being completed in 2½ days.
 - High Priority submissions: 100% were completed within 20 days with an agreed SLA timescale of 30 days.

- Priority submissions: 94-100% were completed within 43 days with an agreed SLA turnaround of 60 days.
 - Low Priority submissions with an SLA of 90 days were not being completed within the timescales. A recruitment drive has filled the majority of vacancies and it is expected that improvements will be made within the department.
7. Additionally, some of the backlog is due to phone downloading which is carried out by a number of divisions. Further equipment to enable divisions to download phone information was being rolled out which would also reduce demand on Digital Forensics. A weekly report by the Head of Forensics in relation to the timeliness is being provided to the Deputy Chief Constable (DCC) to ensure effective governance of this issue is being undertaken.
 8. Public Satisfaction had seen a reduction of almost 4 percentage points from 82.7% in 2015 to 78.2% for the year ending June 2016. However, comments by members of the public taking the survey affirm that there is not a growing dissatisfaction with service, rather a lack of knowledge or experience on which to base an opinion of local policing. Visibility continues to be a factor to which the public assign importance in generating their opinion of policing locally.
 9. The call attrition rate was discussed due to the data showing an increase in the last year. The call handlers answered over 37,000 '101' calls in April 2016 and the length of time taken for an average call has increased by over 1 minute in the last 5 years. A number of reasons were highlighted which affected this including: a staffing model based on lower call volumes, when in fact the call volumes have experienced increases over recent months; the introduction of THRIVE as a resource management, prioritisation tool increasing call handling times; the call handling system 'Liberty' showing false data in relation to call performance, an IT fix has been planned to alleviate this issue; and the Force Control Room (FCR) having a high turnover of staff who progress through the Force into other roles. This means that there is a constant training and recruitment requirement within the department and approximately 44% of call handling staff have less than 12 months experience.
 10. To ensure a continued focus on Force performance, the DCC held the inaugural Deep Dive Performance Committee on the 30 June 2016. The Deep Dive Committees are to be held in the months between the Force Performance Committees and will focus on key performance improvement areas. The themes that were subject to the deep dive were domestic abuse charge rate, outstanding suspects and the timeliness of complaints investigations.
 11. Domestic abuse (DA) charge rate has reduced from 16.0% in September 2015 to 14.1% in May 2016. The Chief Constable and the DCC have reiterated Force policy in relation to DA through meetings, spotlights, training, senior leadership addresses and junior leadership events. The Chief Constable has ensured that his mission and vision is clear to all officers and staff and that victim's continue to be at the heart of everything the Force does. A Gold Group has been set up, which is underpinned by a number of work streams, and is being led by an Assistant Chief Constable (ACC) to maintain the focus on the risk that DA has on victims, families and children.
 12. Another area of the deep dive discussion was outstanding offenders. Over the last few years the Force has seen a notable reduction in the number of police officers due to spending cuts in the budget. The Force takes a threat, risk and harm approach to prioritising outstanding offenders to ensure that the most harmful and violent offenders are targeted and dealt with appropriately; reducing the risk to the public and vulnerable victims. Due to an increase in outstanding offenders Op Lesson has been instigated; a bespoke operation to ensure that all offenders are relentlessly pursued and to ensure that members of the public are not put at undue risk, and then to establish this effective process into daily business practices. The initial impact of Op Lesson has led to a turnover of outstanding offenders by an average of 80 per week which will be reflected in daily business going forward.

13. Although the number of complaints the Force received has reduced in the last year, the time taken to investigate had seemingly increased recently. The deep dive revealed that this is due to internal processes. Complaint timeliness is measured when a complaint is finalised and closed. A recent drive to draw closure to a number of long running complaints has inflated the timeliness performance. This is a short term issue that will improve performance and public service to complaints in the longer term.
14. In addition to the whole Force performance areas detailed above, overall crime performance is monitored and oversight is maintained.
15. Current crime performance shows a 6.7% increase for victim based crime (VBC) for the rolling year ending June 2016. The latest (May 2016) data shows the national average for VBC is an increase of 9.2%.
16. This increase in VBC is heavily influenced by the increase in violence against the person (VAP) crime, which has experienced an increase of 24.9% in the same period. VAP crime accounts for 1 in every 3 VBCs. The increase in VAP includes a rise in domestic abuse VAP crime, hate crime and low level non-injury violence. The Force is experiencing similar trends to those experienced nationally. The introduction of 3rd party reporting and malicious communications have led to increases in violence, along with a more accurate and reliable recording of crime.
17. Burglaries to dwellings has experienced positive long term reductions and is showing a 10.7% reduction for the year ending June 2016 when compared to the previous 12 months. The current quarter has experienced some of the lowest volumes of burglary dwelling in the last 5 years. On average, there have been around 12 burglaries across Kent each day; which is less than 1 per district.
18. Additionally, reductions have been experienced in other crime types over the last year, such as theft of motor vehicles (-3.4%), shoplifting (-3.4%), burglary other than dwellings (-8.1%) and theft offences (-4.3%).
19. Anti-social behaviour (ASB) has also seen reductions over the last year up to the end of June 2016 of -10.9% across Kent. ASB is broken down into three categories (personal, environmental, and general nuisance) and all have experienced reductions.
20. When a criminal investigation is completed, the crime report is allocated one of the outcomes that are set by the Home Office. These outcomes were introduced in April 2014 and originally consisted of 21, but have since increased to 27 plus 3 specific rape outcomes. Prior to this, crime outcomes were broken down into two broad categories: detected and undetected. Detected crimes included those crimes where the offender was charged, cautioned, undertaken a community resolution, an offence taken into consideration, a penalty notice given or other sanctioned outcome. All others were determined as undetected.
21. Following extensive consultation by the Home Office, it was decided to introduce a range of outcomes that allowed the victim to assist in determining the outcome of the police investigation and the efforts made by the officers in dealing with the crime; even if it did not result in a previously 'detected' outcome.
22. Further audits, inspections and analysis are being conducted to understand the use of the outcomes across the Force and for different crime categories. This includes victims of DA not supporting prosecutions, charge rates for hate crime and regular monitoring of rape across all outcomes.

HMIC & EXTERNAL INSPECTIONS

HMIC Inspection Activity Summary

23. Since the last PCC Governance Board held in April 2016 there have been no further reports published by the HMIC in respect of inspections carried out within the Force. However, the Force has been subject to two inspections both of which relate to the national PEEL programme.

24. HMIC inspected the Force between 9 and 13 May 2016, this inspection focused on three of the PEEL pillars – Efficiency, Leadership and Legitimacy. The inspection covered topics including value for money, demand management, investment, treating the people we serve and our officers and staff fairly, workforce development, ethics, integrity, leadership development and a number of other themes linked to the inspection headings. The HMIC reported on a series of very positive findings during the initial debrief. No official grading will be provided for this inspection until all other forces have been inspected and each set of judgements subject to national moderation processes. The inspection reports are due to be published late autumn 2016.
25. A further HMIC inspection took place during the 27 June and 1 July 2016, this inspection focused on the final PEEL pillar of Effectiveness. This inspection assessed how effective the Force was at tackling crime and ASB, the management of investigations and offenders, how effectively the Force protects those most vulnerable from harm and how we understand and tackle serious and organised crime. This was a pilot inspection allowing HMIC to test their new methodology for use nationally and came very early in the inspection calendar. An official debrief with the Chief Constable and his Chief Officer team has not yet taken place in respect of this inspection.
26. In addition to HMIC inspections, the Office of Surveillance Commissioners inspect each Police Force annually to ensure compliance with the statutory arrangements found in Part III of the Police Act, and Parts II and III of the Regulation of Investigatory Powers Act (RIPA). These statutory arrangements allow law enforcement to undertake covert activity in respect of serious crime, and to deploy tactics and equipment which are both technically and ethically complex. Kent was jointly inspected with Essex between the 8 and 11 February 2016. The results of the inspection have now been provided and the findings were very positive in respect of the application of these policing techniques, and the processes and arrangements for ensuring appropriate oversight and protection of liberties. The report made one recommendation in respect of a change to an administrative function, which has now been completed.

HMIC Recommendations - Governance

27. The Force has an embedded, effective governance process in place to manage recommendations provided by HMIC to ensure they are recorded, monitored and tracked through to completion. The process for ensuring improvement is made following an HMIC visit begins as soon as the Force receives feedback via the verbal debrief provided at the end of an inspection. Any areas of risk identified are taken forward with the relevant business owner to ensure improvements are made as soon as possible to reduce any identified risk.
28. All actions are recorded on the Corporate Actions Database where they are continually monitored by the Force Inspection Team and thereafter once completed reality tested by the Inspection Team. The DCC maintains oversight of progress against outstanding recommendations via a monthly Board in which business owners are held to account for their outstanding recommendations. Recommendations can only be discharged through the Board to ensure a consistent approach is applied.
29. The DCC through his Board will also determine if a recommendation given by HMIC will be implemented. This process ensures all decisions are recorded and the rationale provided as to why a recommendation will not be progressed. This rarely occurs however the rationale for not progressing a recommendation will be agreed by Chief Officers and always be assessed against the threat, risk or harm and measures put in place to negate any risk identified.

HMIC Recommendations Progression

30. The Force Inspection Team on behalf of the DCC has now commenced an internal inspection programme reviewing a number of HMIC recommendations, none of which were a cause for immediate concern, to determine completion. Inspection areas under review are Custody, Use of Force, Domestic Abuse and Body Worn Video. Hate Crime and Stop and Search are likely to be future topics.