

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

INSPECTIONS, AUDITS & REVIEWS

Wednesday 20th March 2019

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 complimented 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 others 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 since the last PCC Performance and Delivery Board on 12 December 2018.

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. Their overall objective is to provide, in the public interest, independent and professional assessments of police efficiency and effectiveness for the public, their elected representatives and the police.

3.1 PEEL Inspection. The force was inspected in December 2018 under the Integrated PEEL assessment. It is anticipated that these findings will be released at the end of February and for public release in March 2019. We have been informed that the next IPA could be late autumn or early 2020.

3.2 Crime Data Integrity. HMICFRS have now completed both parts of the Tier 2 Crime Data Integrity re-inspection. This was as a consequence of the Tier 1 inspection which took place in March 2017, when the performance of Kent was graded as inadequate. Part 1 took place between 1st and 5th October 2018, and Part 2 between 29th and 31st October 2018. Part 1 of the re-inspection focussed on an examination of crime reports and incident records to test technical compliance with the Home Office Counting Rules and National Crime Recording Standards. Part 2 focussed on 'reality testing' by conducting interviews with key staff responsible for performance and policy in this area, and practitioners on Division and other departments. Both parts of the re-inspection went very well and their findings are consistent with our own internal audit findings which show Kent having the highest CDI compliance rates nationally.

Summary of inspection findings as reported by HMIC Inspectors.

Excellent progress has been made since the 2017 report, with a statistically significant change in crime recording compliance across all areas.

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A thorough review of systems and processes both in the IMU and in crime-recording generally has taken place. Extensive training, relevant to individuals' roles, has been undertaken and supervision, along with audit and governance, has improved. This is providing the force with the necessary assurance that crime-recording standards are much improved.

The force has 'mapped' its crime recording routes and processes especially in the IMU where the vast majority of crimes are recorded. Changes to the IMU systems and processes are supported by an effective feedback and QA process, because of this crime-recording standards are high.

It was pleasing to see that comprehensive arrangements for quality assuring domestic abuse incidents have been introduced, with daily checks carried out by both the CRU and the FCR.

Improvements were also noted to call-taking standards. Operators are now more often remaining on the telephone and talking to callers to provide the necessary reassurance, with a specific focus on safeguarding.

Overall crime-recording rate

In our latest audit we found the force recorded 96.6% of all reported crime – this compares to 83.6% in 2017.

For violent crime the latest recording rate is 95.7 percent – compared to 80.9 percent in 2017.

For sexual offences the latest recording rate is 100 percent – all sexual offence crimes we identified had been recorded – this compares to 80.9 percent in 2017. This is an impressive result and testament to the leadership and effort shown right across the constabulary to getting crime-recording right.

The constabulary has re-emphasised its crime-recording expectations to officers and staff; ensuring crime-recording responsibilities are understood. Consequently, we found the force culture toward crime-recording is positive.

There is strong governance at a senior level through CDI governance meetings, and we also found that CDI is on the agenda of other meetings within the force, including at a departmental level. This governance is supported by a comprehensive crime-recording audit programme. We are reassured that the force is working to ensure the sustainability of its improvements to recording standards.

All the 2017 recommendations and the Areas for Further Improvement (AFIs) have been discharged, and there are no recommendations or AFI's as a result on the Tier 2 inspection.

Kent is one of three Forces nationally to be graded 'Outstanding', and has the highest rate of compliance amongst the three.

3.3 Thematic Child Protection Inspection. The force has received notification of the Child Protection inspection, which forms part of the national thematic inspection for all force. Kent is one of the last forces to be inspected. A meeting took place with the inspection team from HMICFRS and the Force has been preparing itself well for this and anticipate the unannounced inspection to commence at any time. This will be led by a team of 8 inspectors for a two-week period and demonstrates the depth of inspection that the force can anticipate.

These inspections are not graded although it is clear from the experience of other forces that the HMICFRS are very significant in terms of the Force's reputation and will drive focus for future re-

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inspections regarding any areas identified for improvement. HMICFRS are keen to see how forces are identifying and responding to the needs of children, and most importantly recognising their vulnerability, whether at the point of early intervention, as victims, or identified as perpetrators of offences.

HMICFRS will see some examples of good practice around Child Sexual Exploitation, Missing Children, and Youth Justice, with a strong trajectory of improvements for Children in Custody, and responding to the children's voice. We have operated governance through a Child Centred Policing Board since May 2018, and a series of tactical 'Child Protection Inspection Preparedness' meetings to ensure we are the best we can be. The Youth Ambassador scheme has been introduced with over 250 officers signed up to this programme. We have run two Youth Ambassador conferences and a senior leaders event for a whole day to 150 senior officers on the subject of Voice of the Child. There is an impressive energy to drive innovation and scrutiny in this area of business.

3.4 HMICFRS Recommendations. HMICFRS will be visiting the force during February 2019 to review and sign off a number (17) of recommendations.

3.5 Force Management Statement (FMS). HMICFRS has given formal notification for the force to work on and deliver FMS (2) by the end of May. This is now being progressed by the Force Inspectorate and following the time and effort in FMS(1), this should be a simpler process to complete.

4. Internal and External Audit Functions.

4.1 Internal Audits. The latest audit plan covering the OPCC and Force for 2018/19 is shown in the table below and includes start dates where these are known. There are no additions or deletions from the programme presented at the previous Performance and Delivery Board but some of the start dates have been amended to allow for other urgent work-streams to be completed such as Collaboration – recharges which was moved to the end of January to accommodate budget setting.

Audit	Planned start	Sponsor(s)	Status
OPCC GDPR	16/04/2018	Rob Phillips	FINAL
Contract management – large spends (Joint)	20/04/2018	Dave Edwards	Revised DRAFT issued 17/12/18
Leavers/Movers process (Joint)	14/05/2018	Dave Mannion-Marshall	FINAL
POCA (Joint)	12/06/2018	DCI Lee Morton	FINAL
Pension Scheme Governance	26/06/2018	Kevin Kirby	FINAL
Follow Up Part 1	27/07/2018		FINAL
Treasury Management	09/07/2018	Matthew Bridges	FINAL
Capital Accounting and Fixed Assets	18/07/2018	Ricardo Herrera-Delgado	FINAL
Fleet Management – Use of Telematics (Joint)	18/09/2018	John Gorton	FINAL
Debtors	18/10/2018	Tina Smith	FINAL
Delivery of the Police and Crime Plan	14/09/2018	Rob Phillips	FINAL
Payroll	12/10/2018	John Stonestreet	FINAL

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Training Records (Joint)	17/12/2018	Mat Newton	DRAFT report issued 08/02/19
Payroll & Pensions payments to HMRC	Sept/Oct TBC	Matthew Bridges	Requested to move to Sept/Oct to avoid client availability pressures over the summer. Paul is in touch with Lee Knight.
Performance Management	27/11/2018	Ian Drysdale	Draft report expected w/c 11/02/19
Creditors	18/12/2018	Tina Smith	Draft report expected w/c 11/02/19
Business Continuity	14/01/2019	Paul Curtis/Simon Thomson	Fieldwork complete, now in QA
Follow Up Part 2	02/01/2019	Paul Curtis	Fieldwork underway
Collaboration – Recharges (Joint)	23/01/2019	Sonia Virdee	Fieldwork underway
IT Audit – Software Licensing follow up	25/02/2019	Jules Donald	
IT Audit – Information Asset Ownership	25/02/2019	Jules Donald	
Custody Management	15/03/2019	Vaughan Lukey	
Health & Safety	19/03/2019	Colin Dowsing	
Restorative Justice	Feb/March TBC	Rob Phillips	Delayed to March 2019
Complaints/PCC Correspondence		Laura Steward	Delay to next year

Eleven audits have been completed so far this year including two solely for relating to the Office of the Commissioner so not covered in this report and a further four are in draft at the time of writing this update.

Title of audit	Assurance Level	Report issued	Recommendations		
			Low	Medium	High
Leavers and Movers process	Reasonable	22-Oct-18	3	3	0
Proceeds of Crime, Cash, Property and Drugs seizures	Partial	07-Sep-18	3	3	0
Pension Scheme Governance	Reasonable	04-Sep-18	3	3	0
Capital Accounting & Fixed Assets	Substantial	31-Aug-18	0	0	0
Follow up – Part 1	Advisory	10-Aug-18	NA	NA	NA
Treasury Management	Substantial	31-Aug-18	2	1	0
Pension Scheme Governance	Reasonable	02-Aug-18	3	3	0
Fleet management – use of telematics	Reasonable	29-Oct-18	2	2	0
Debtors (Draft report)	Substantial	NA	2	2	
Payroll	Substantial	-	8	0	0

In general the assurance levels are increasing in all areas with only the POCA audit showing a negative opinion so far this year (discussed in the last update). This progress is excellent and evidences an improving trend across all areas of the business. Particularly pleasing are the Capital Accounting and Fixed Assets and Payroll audits as these are very large and complex areas of the business and involve many different stakeholders.

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No issues are foreseen in completing the remainder of the programme for the year although the Health & Safety audit had to be moved into March to accommodate some key staff absences through annual leave. No significant issues are expected from this audit however.

4.2 External Audit. Preparation for the 2018/19 closedown is well underway with the auditors having undertaken their process walk-throughs in December. The audit manager commented that they were very satisfied with these and complimented the Finance team on the quality and consistency of the processes they tested.

Our auditors, EY, are back on site w/c 4th March for further testing and a thorough review of the first nine months financial information ahead of the final accounts audit scheduled to start on 30th April 2019. These are very challenging timescales but given the progress made in recent years both the auditors and Finance Team are confident these can be successfully met.

5. Risks.

This paper conveys a breadth of scrutiny, governance and monitoring arrangements that are established and embedded. When these work streams are combined together they may appear to be extensive in volume. It is important to ensure that such events are where possible "joined-up" and duplication is avoided.

Overall, the outcomes of the foregoing events and processes often lead to improvement opportunities and the force has gained a reputation for being transparent in the audit process and both receptive and responsive of the recommendations that may follow.

6. Summary.

The force welcomes and benefits from varying levels of scrutiny and governance. The force will continue to strive for further improvements as part of the new integrated PEEL assessments, which will be commencing later this year. This demonstrates our 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 force's commitment to provide a quality service across all of our business.