

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

INSPECTIONS, AUDITS & REVIEWS

Wednesday 7th March 2018

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 Performance and Delivery Board on 6th December 2017. Additionally, the report will convey any other development or significant item of interest relating to inspections, audits and reviews.

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

HMICFRS' role 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, in the public interest, independent and professional assessments of police efficiency and effectiveness for the public, their elected representatives and the police. The scope of the Inspectorate was broadened in 2017 to include Fire and Rescue Services.

3.1 Police Efficiency, Effectiveness and Legitimacy Inspections (PEEL). PEEL is an annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy. They are judged as outstanding, good, requires improvement or inadequate on these categories (or pillars) based on inspection findings, analysis and Her Majesty's Inspectors' (HMIs) professional judgment across the year.

The pillars each comprise three or four questions that focus on core areas of the work of the police. Judgments are also applied to these questions.

At the end of the PEEL year (March), HMIs bring together all the judgments made throughout the year together with other findings and information to produce a rounded annual assessment of each force.

3.2 Efficiency. On 9th November 2017, HMICFRS published their PEEL Efficiency inspection report for Kent Police. The inspection assessed how well forces understand their demand; deploy their resources to meet this demand; and how they plan for the future. Kent retained its overall judgement of 'Good' with the following breakdown of judgements against the three core questions:

- How well does the force understand demand - **OUTSTANDING**
- How well does the force use its resources - **GOOD**
- How well is the force planning for the future – **GOOD**

3.3 Legitimacy. On 12th December 2017, HMICFRS published the PEEL Legitimacy inspection report for Kent. The inspection reviews how fairly the police use their powers and whether they treat people with respect in the course of their duties. Kent retained its overall judgement of 'Outstanding' with the following breakdown of judgements against the three core questions:

- To what extent does the force treat all of the people serves with fairness and respect - **OUTSTANDING**
- How well does the force ensure that its workforce behaves ethically and lawfully - **GOOD**
- To what extent does the force treat its workforce with fairness and respect - **OUTSTANDING**

Kent is the only force to have achieved an overall grading of 'Outstanding' in 2017 and the only force across England and Wales to have achieved an 'Outstanding' grading for three consecutive years.

3.4 Effectiveness. During November 2017, the force was inspected as part of the PEEL Effectiveness inspection. The force was assessed against three core questions:

- How effective is the force at investigating crime and reducing re-offending?
- How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
- How effective are the force's specialist capabilities?

The findings from this inspection have not yet been published however the feedback from HMICFRS following the assessment was positive and indicated an improvement in our existing effectiveness assessment.

3.5 PEEL changes. The HMICFRS PEEL inspection programme for 2018/19 is set to change, moving from three individual inspections on efficiency, effectiveness and legitimacy to one inspection covering all three PEEL pillars utilising a risk based approach. These inspections are likely to commence in September 2018 and run through to mid-2019. The risk-based approach will be influenced by previous inspection findings and the data provided by forces in the new Force Management Statements (see 3.8).

3.6 Thematic Inspections. In addition to the PEEL inspection process, HMICFRS also carry out thematic inspections. Kent Police have not specifically featured in any of these inspections but the national findings represent learning opportunities. The following national thematic reports have been published:

- Planes, drones and helicopters: an independent study of police air support;
- A progress report on the police response to domestic abuse;
- Stolen freedom: the policing response to modern slavery and human trafficking; and
- Abuse of position for a sexual purpose.

These reports often highlight national trends and issues and any recommendations are acted upon or best practice adopted.

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Going forward HMICFRS have published their 2018/19 thematic inspection programme which includes:

- Hate Crime
- Counter Terrorism
- Fraud (including cyber-enabled fraud)
- Older people in the Criminal Justice System
- Cyber-crime
- Child Protection (continuation of rolling programme of inspections, Kent have not yet been inspected)
- Crime Data Integrity (continuation of rolling programme of inspections)

We are aware that we will not be one of the forces visited for the Hate Crime inspection but we are not aware whether we will feature as a visited force for any of the other inspections.

3.7 Value for Money Profiles. In November 2017 the HMICFRS Value for Money (VfM) profile for Kent was published. The profile provides comparative data on a wide range of policing activities such as finance, volume of 999 calls and crime rates etc. The profiles are based on data provided by police forces to the Chartered Institute for Public Finance and Accountancy and the Home Office. The key findings include:

- The force's level of recorded victim-based crime is 10% lower than the average of its peers. This equates to 1,200 fewer victim-based crimes compared to if the force had the average recorded crime rate of its peers.
- Kent is an outlier (lowest 10%) for non-staff costs.
- Kent is an outlier (lowest 10%) for police staff costs.
- Kent is an outlier (lowest 10%) for Net Revenue Expenditure for: specialist community liaison, dealing with the public, total custody subtotal, firearms unit, serious and organised crime unit and support functions.

It is important to note that this data was taken prior to the recent New Horizon re-organisation which has re-assigned a significant number of posts within the model and with particular emphasis on those deployed into vulnerability.

3.8 Force Management Statements (FMS). The force is currently preparing its first draft FMS which is a new concept and a statement that will be published annually by the Chief Constable and is designed to improve and streamline the information which police forces produce for their own management purposes, to ensure the highest practicable levels of efficiency and effectiveness and forces accountability to the PCC, the Home Office, HMICFRS (for the purposes of inspection) and other public institutions and, of course, the public.

Templates for completion will be forwarded to forces by the end February 2018 with the formal submission being made in May 2018 for use in determining the details of the PEEL inspection process in the autumn of 2018.

A governance structure has been created within the force and both the Chief Constable and the PCC will set FMS context.

4. Internal and External Audit functions.

4.1 Internal Audits. The PCC appoints the internal auditors to obtain assurance around financial governance and areas of perceived risk. The last six months internal audits (from RSM UK) were as follows:

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- Debt collection and recover
- Commissioning (PCC only)
- Capital accounting and fixed assets
- Payroll
- Mobile First (a joint audit with Essex)
- General Ledger
- Risk Management
- Income Generation (training courses)
- Treasury Management
- Athena, Gateway review
- IT Audit, software licence compliance
- IT Audit, Cyber security
- Follow up of previous audits' recommendations

The next two months programme (until the end of the financial year) will be:

- Data protection
- Delivery of the Police and Crime Plan
- Contract Management

The programme for 2018/19 has yet to be agreed in terms of exact content and timescales as this will be signed off by the forthcoming Joint Audit Committee in March 2018. It will include some of the following however with most of the financial audits occurring from September onwards to enable the Finance team to concentrate on the statutory external audit which runs from the end of April to the end of July:

- Commissioning (PCC only)
- IT Audit (scope yet to be agreed)
- Business Continuity
- Restorative Justice (PCC only)
- Custody management
- Tracking and recording of objects on loan (airwave handsets, BWV, laptops etc.)
- Complaints (PCC only)
- Treasury Management
- Capital Accounting and fixed assets
- General Ledger
- Payroll
- Debtors
- Creditor payments
- Risk management
- Governance (PCC only)
- Pension scheme governance
- Seized property

4.2 External Audit. In addition to the above internal auditors the force and PCC have external auditors who perform the statutory function of undertaking the review of the Statement of Accounts and stating a value for money conclusion. The current external auditors are Ernst & Young.

The PCC's Audit Committee includes standing agenda items from both the Internal and External Auditors with the role of both the Chief Finance Officers (CFOs) for the PCC and Chief Constable present.

5. Force Inspectorate activity.

As well as collating evidence and preparing the force for HMICFRS PEEL and thematic inspections the Force Inspectorate also conduct a number of internal inspections and post implementation reviews (PIRs). The internal inspection programme covers a wide range of business areas commissioned by the Deputy Chief Constable. Any recommendations from the inspections and PIRs are assigned to a strategic lead and managed through the force's recommendation tracker. The following internal inspections have been completed in the last three months:

- Op Recital – assessing investigation quality/standards and correct outcome application.
- Custody - the aim of the inspection was to identify if previous recommendations had been implemented and to identify any further areas for improvement.
- Op Scorpion – a review of how the force is responding to the management, targeting and disruption of OCGs and understand how effective Kent Police are in working with our partners.
- Idea Drop PIR - To conduct a benefits analysis of the project based on the provisions of the original business case.
- Voluntary attendance - to examine Kent Police's use and awareness of voluntary attendance/non-custodial interviews.

The Inspectorate is currently undertaking a child protection inspection, which is anticipated to be finished by the end of March 2018. There are eight future inspections that have been commissioned by the Deputy Chief Constable and will be built into the 2018/19 inspection schedule. This includes Op Recital, victim code compliance, rape and sexual offences, stop and search and complaints.

6. Interim Post Implementation Review of New Horizon.

In September 2017, the Chief Constable was supported by the PCC to introduce a new policing model (New Horizon). This model saw a significant amount of public and internal consultation taking place prior to, during and post implementation and was set against a backdrop of diminishing resources and complex demand around vulnerability.

An interim post implementation review of the early phases of the New Horizon model was led by the Deputy Chief Constable and was conducted throughout January 2018 to identify emerging findings and "teething" issues evident during the infancy of the new model.

Key emerging findings from interviews with staff have identified a number of strengths and challenges of the new model which will need to be overlaid with data to ensure an evidence base. These include:

- Staff believe victims of domestic abuse (DA) are already receiving an improved level of service that will only enhance when the model is at full strength.
- Vacancy factor within investigative capabilities such as Vulnerable Investigation Team (VIT) and Criminal Investigation Department (CID) as probationer constables gain independence allowing a pull through of staff from Local Policing Team (LPT)
- Missing child and exploitation teams are revered unilaterally with evidence of children being found quicker, repeat missing children going missing less and carers routinely positive about the support provided and new approach.
- CID officers feel less equipped to monitor and respond to crime series and proactive investigations
- The Child Investigation shift pattern has created challenges for partners when arranging strategy meetings and case conferences as the staff are spread across sites and on a shift pattern to meet demand.
- Specialist PCSO roles are making a significant contribution to the identification and support for vulnerable children and adults.

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Overall, the emerging findings are very strong and encouraging. A final post implementation review of the model has been delayed owing to the positive decision of the PCC to invest further resources into the model and other aspects of policing. These resources amount to an additional 200 Police Officers and over 80 Police Staff. Continued vigilance of the operation of the model will be applied in the interim period and monitored by the Deputy Chief Constable at the forces Strategic Change Board.

7. 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.

8. Police and Crime Plan.

Much of the internal review and inspection functions are directly linked to both the Kent Control Strategy and the PCC's Police and Crime Plan. Externally, HMICFRSs PEEL and other activity cover all of the priorities within the plan.

9. Summary.

The force welcomes and benefits from varying levels of scrutiny and governance and the recent comment made Her Majesty's Inspector (HMI) Zoe Billingham is a testament to the positive manner in which the force responds to feedback received from the sources of inspection, reviews and audits. At the Chief Constable's leadership event on 1st February 2018, HMI Zoe Billingham commented that Kent Police had an outstanding reputation and was seen as a force that always wants to improve. She further recognised the strength of the governance arrangements that was in place between the force and the PCC's office, which was represented on the day by the Chief Executive and the Chief Finance Officer.