

Annual Audit Letter

Kent Police Authority

Audit 2008/09

November 2009

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Status of our reports

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/ members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
 - any third party.
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Key messages

This report summarises the findings from our 2008/09 audit. It includes messages arising from the audit of your financial statements and the results of the work I have undertaken to assess your arrangements to secure value for money in your use of resources.

Overall summary

- 1** The Authority working with the Force has made progress against its priorities for 2008/09 year. The Authority has visible and effective leadership and sets a clear and challenging vision. The Force has reported 90% achievement of the priorities and objectives set for the policing of Kent and Medway. The Chair of the Authority and Chief Constable prioritised engagement with partners and the wider community in the delivery of local policing and community safety priorities. This has led to improved relationships with the residents of Kent, is making services accessible to diverse and hard to reach groups, and is tackling issues of representation within the Authority and Force of the communities they serve. Her Majesty's Inspectorate of Constabulary (HMIC) carried out three inspections during 2008/09: Major Crime; Neighbourhood Policing; and Developing Citizen Focussed Policing. All were graded as 'Meets the Standard' with good practice identified in each area.
- 2** Good progress continues to be made from effective collaboration between Kent and Essex Authorities and Forces. Both governance and risk management arrangements of the collaboration remain strong. It has been successful in securing financial and service delivery benefits and a range of operational benefits have been realised through joint work in air support, automatic number plate recognition (ANPR), marine and ports policing. Joint operational service reviews are beginning to provide additional savings and a full programme of reviews is in progress. The Forces have made positive progress in resolving the future of IT and have now agreed to develop a joint information technology department with a single head of IT.
- 3** The Authority continues to face a number of uncertainties due to the current economic climate. Along with the Force, it faces tough decisions around the medium to long term financial position and the policing it can realistically deliver within its budget. A programme of lean management reviews has been established to enable the achievement of the three year savings target of £7.4m by 2011/12. The Authority has made good progress against the 2009/10 target and reported savings of £2.3m at end of July 2009 against a target of £3.4m. During the 2008/09 year it achieved cashable savings of £1.48m against a target of £1.46m as part of its ongoing efficiency reviews. The Authority had £11m invested in Icelandic Banks at the time of their collapse and has accounted for a potential loss of £2.3m in its 2008/09 financial statements. The Authority has taken positive steps to improve its treasury management arrangements; revising and re-approving the Treasury Management Strategy, strengthening communication with Kent County Council who provides treasury management services on its behalf and increasing monitoring of the investments made to a weekly basis.

Financial statements

- 4 I issued an unqualified opinion on the Authority's financial statements on 4 August 2009. The financial statements submitted for audit were generally of a good quality but contained a small number of errors and omissions that management have corrected.

Use of resources

- 5 In 2008/09 the Audit Commission introduced a new UOR (Use of Resources) framework, replacing the previous Police Use of Resources (PURE) assessment. Under this framework auditors make scored judgements for eight "Key Lines of Enquiry" (KLOE).
- 6 I concluded that the Authority was performing well in six of the areas, and meeting minimum standards in the remaining two areas.
- 7 Based on the results of the work undertaken in the UOR assessment I issued an unqualified value for money conclusion stating that the Authority has adequate arrangements to secure economy, efficiency and effectiveness in its use of resources during the year ending 31 March 2009.

Audit fees

- 8 I reported my fee proposal to the Authority in my Audit Plan for 2008/09. The outturn fee against that plan is summarised in Appendix 2.

Independence

- 9 I can confirm that the audit has been carried out in accordance with the Audit Commission's policies on integrity, objectivity and independence.

Financial statements and annual governance statement

The financial statements and annual governance statement are an important means by which the Authority accounts for its stewardship of public funds.

Significant issues arising from the audit

- 10** The Authority prepared good quality financial statements three weeks earlier than the statutory deadline and responded promptly to audit queries. I reported my findings from the audit to the Audit and Governance Committee in June 2009. I issued an unqualified audit report on 4 August 2009
- 11** I considered the design and operation of key financial systems and did not identify any significant weaknesses. I also considered the qualitative aspects of your financial reporting and recommended some areas for improvement as part of my report in June 2009.
- 12** In summary, I did not identify any significant issues arising from the audit of your financial statements that I need report to you.
- 13** As part of our work in 2008/09 we have liaised with officers about the preparations being made for the introduction of International Financial Reporting Standards (IFRSs) with effect from 2010/11. The Authority has produced an implementation plan to work through the reporting implications over the coming year and at this time there are no matters to report to you.

Value for money and use of resources

I considered how well the Authority is managing and using its resources to deliver value for money and better and sustainable outcomes for local people, and gave a scored use of resources judgement.

I also assessed whether the Authority put in place adequate corporate arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money (VFM) conclusion.

Use of resources judgements

- 14** The use of resources scored judgement assesses the effectiveness of the Authority's arrangements in three broad areas of managing finances, governing the business and managing resources. Local arrangements are assessed against expected best practice and the impact of the arrangements for improving services to the public. In forming my scored use of resources judgements I have used the methodology set out in the Audit Commission's use of resources framework. Judgements have been made for each key line of enquiry (KLOE) using the Audit Commission's current four point scale, with 4 being the highest ('performing excellently'). Level 1 represents a failure to meet the minimum requirements at level 2 ('performing adequately').
- 15** I have also taken into account, where appropriate, findings from previous value for money conclusion assessments and any other relevant audit work.
- 16** The Authority's use of resources theme scores are shown in Table 1 below. The key findings and conclusions for the three themes, and the underlying KLOE, are summarised in Appendix 1.

Table 1 Use of resources theme scores

Use of resources theme	Scored judgement
Managing finances	3
Governing the business	3
Managing resources	2

VFM Conclusion

- 17** I assessed your arrangements to secure economy, efficiency and effectiveness in your use of resources against criteria specified by the Audit Commission. From 2008/09, the Audit Commission will specify each year, which of the use of resources KLOE are the

Value for money and use of resources

relevant criteria for the VFM conclusion at each type of audited body. My conclusions on each of the areas are set out in Appendix 1.

- 18** I issued an unqualified conclusion stating that the Authority had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.

Closing remarks

- 19** I have discussed and agreed this letter with the Chief Executive and the Treasurer. I will present this letter at the Governance and Audit Committee on 25 November 2009 and will provide copies to all Authority members.
- 20** Further detailed findings, conclusions and recommendations in the areas covered by our audit are included in the reports issued to the Authority during the year.

Table 2

Report	Date issued
Audit Plan	April 2008
External Opinion Audit Plan	June 2009 (to officers)
Annual Governance Report	June 2009

- 21** The Authority has taken a positive and constructive approach to our audit. I wish to thank the Authority staff for their support and co-operation during the audit.

Darren Wells
 District Auditor
 November 2009

Appendix 1 – Use of resources key findings and conclusions

The following tables summarise the key findings and conclusions for each of the three use of resources themes.

Managing finances

Theme score	
Key findings and conclusions	
<p>The authority and force has integrated the process for setting the policing plan and budgets over the medium term. The plans are based on the needs of the community determined from a wide range of consultation. Finances have been concentrated in priority areas, such as neighbourhood policing, which has seen significant improvements in performance and satisfaction levels. Budgets are achieved with good history of under spending, whilst delivering against improvement priorities.</p> <p>The force has a sound understanding of its costs and compares these to its activities which information is used by area commanders. The force has a rigorous procedure to assess investments of a revenue or capital nature. The subjective budget analysis and collaboration exercise provides the police with a number of opportunities to compare it with other forces. Cost to output comparisons improved in many areas. Kent has consistently exceeded Home Office efficiency targets. The authority and force produces relevant and reliable financial and performance information and forecasting. The reporting is sufficient to meet the needs of officers and members in managing budgets and to make decisions. It prepares good quality accounts which reflect the financial position. The quality and accessibility of external reporting has been consulted on and published information meets users' needs.</p>	
KLOE 1.1 (financial planning)	
Score	3
VFM criterion met	Yes
Key findings and conclusions	

Appendix 1 – Use of resources key findings and conclusions

The authority and force integrates its financial and business planning processes. Joint planning meetings discuss the policing plan and superintendents prepared the Operation Step Change programme which is the main growth area of the MTFS. A balanced budget was set based on a sound reserves and balances policy with ambitious but achievable savings targets which the Authority exceeded. Financial messages are effectively communicated to staff and stakeholders.

Neighbourhood policing was identified as the key priority for Kent and budget was focussed on this area to set up Neighbourhood Task Teams. These have improved confidence and reduced local incidents. Officers and members sit on both the policing plan and budget groups to ensure full understanding of issues which has allowed finances to be shifted to high priority areas such as ANPR. It has shifted resources to meet the LAA targets. The Kent Public Service Board monitors the targets set which includes police specific items such as Safer Communities and deaths on roads which have improved during the year. KPA has approved a revised TM strategy following Icelandic Banks collapse and has actioned recommendations in the Risk & Return report.

The authority's MTFS underpins the force's strategic objectives. It is linked to other key strategies ensuring the costs and requirements of the Force are met in terms of growth and delivery targets. There is a national priority around citizen focus which is built into the policing plan and MTFS through the neighbourhood agenda. The MTFS models a number of different scenarios based on a variety of assumptions and risks to the authority and force; linked to the precept setting in 09/10 by planning the budget with a number of options set out for the public to choose the level and police service to suit them. Members reviewed and approved 3 main scenarios to be consulted on by the citizen panel and public. They approved a 4.99% increase which will deliver further officers and PCSO's focusing on NTTs. The authority & force successfully uses the MTFS as a driver for partnership working to deliver better services for the public whilst saving costs: the CPS in all stations; neighbourhood officers within Councils; CDRPs. All budgets except police pay are devolved to BCU and department level which has seen a positive shift in and performance.

All force policies and strategies have been subjected to equalities impact assessments with results published on the website. This has led to clearer decision making in the production of the MTFS. BCUs work closely with partners to ensure funding plans meet the needs of the community. The force and authority undertake a large amount of consultation with stakeholders and the public. It also conducts road shows and focus groups with different minority and community groups and adapts style of delivery and methodology to meet needs of the consultee.

Managing spending: The MTFS highlights shortfalls in resources and cost pressures which are discussed and risk assessed at the budget group meetings. The authority has a good record of meeting its budgets, savings plans and efficiency targets whilst improving performance standards. Challenging financial targets are set and monitored by members.

The authority and chief officer group take collective ownership and responsibility for financial matters and understand the environment in which they operate. Financial training is provided to members, all officers on the leadership course and BCU managers which has led to greater understanding and management of budgets. Members hold officers to account and have challenged the financial assumptions which are led by a highly effective Audit & Governance Committee.

KLOE 1.2 (understanding costs and achieving efficiencies)

Score

3

VFM criterion met

Yes

Key findings and conclusions

The Force understands its costs well. The Activity Based Costing (ABC) process allows it to compare costs with activity. ABC has been used to determine average costs by crime types for the most serious categories. This information is available to BCU Commanders on the intranet and is easy to understand. The Force is well ahead in the data capture process and will be in a position to report POA figures by BCU and compare costs with local statistics. The Force has a rigorous

Appendix 1 – Use of resources key findings and conclusions

procedure to assess investments of a revenue or capital nature. Whole life costs of an asset are always considered in assessing alternative resource choices. Examples are utilising lease vehicles rather than purchasing, extending the life of body armour, changing the replacement cycle for desktop assets and extending the life of the airwave radios, which required revenue investment in maintenance. There are demonstrable outcomes as a result of this approach.

The medium-term financial strategy, budgets and capital programme are well developed and monitoring is undertaken by management and members. The Force has robust budget monitoring arrangements and financial and non-financial information is interlinked and presented in a colour-coded pictorial web-based system that allows easy interrogation. The subjective analysis and collaboration exercise provides the police with a number of opportunities to compare it with other forces. At regular intervals throughout the year it requests updated data in terms of actuals and budgets to revise comparisons. The review process is then passed to the collaboration project managers who adjust and prioritise projects accordingly. Cost to output comparisons have improved in many areas including back office processing, insurance claims and transport workshops. VFM is improved accordingly

The Force achieves planned outcomes across a range of services, while maintaining relatively low overall costs allowing for relevant local factors and priorities. Back Office services are cost effective when compared with other Forces. Performance has improved consistently over the last year with efficiencies pushing resources into front line. This is done with a background of low precept compared to the majority of other Shire Forces. The Force has invested over £4m in technology to make officers more efficient including through mobile technology allowing officers to access data away from their station. The force continues to improve productivity through a gradual reduction in unit costs and increase in service levels and efficiency over time. Kent force is extremely effective in designing new ways of working such as Operation Improve and reinvesting the gains in other areas. Kent have consistently exceeded Home Office efficiency targets. Current year estimates of savings are 10.04%. Kent is already favourably placed to exceed the Home Office target of 9.3% GRE. This is boosting VFM.

KLOE 1.3 (financial reporting)

Score

3

VFM criterion met

Yes

Key findings and conclusions

The monthly financial monitoring and forecasting information is reliable, relevant and understandable by all officers who monitor the budget. It is produced in a timely manner. The reports clearly identify variances and are on an accruals basis which allows operational action to be taken to mitigate year end overspends. Forecasts are monitored by Audit & Governance Committee and chief officers group to ensure policing plan can be met. The financial performance of partnerships is monitored closely and action is taken with the partners to manage variances. Finance meet with budget holders on a monthly basis to support them in their role and have made changes to the style of reports as a result of their feedback. Budget managers feel confident in the reports as a tool for monitoring their budgets. The quality of in year budget monitoring ensures a quick and smooth closedown which allows the authority to produce its financial statements for the beginning of June.

Using fit-for-purpose financial reports to monitor performance and support strategic decision making: Financial information is considered alongside performance information which allows chief officers and members to make clear operational decisions. The Chair of the Performance Committee sits on the A&GC which gives an overview link when analysing forecasting reports. The authority receives regular reports on key financial and performance issues which include key risks they need to be aware of when making decisions. This has been seen through Operation Oasis and use of TASER guns. The financial system produces accessible and timely information with a variety of specialist reports sent to budget holders as required. This allows the force and authority to take action to manage potential overspends which was seen by the lobbying of central government in relation to Operation Oasis costs for policing the climate camp demonstrations.

Appendix 1 – Use of resources key findings and conclusions

The authority produces financial statements that comply with accounting requirements a month earlier than the statutory deadline and are supported by detailed working papers when presented for audit in early June. There are robust closedown arrangements in place that enable the finance team to produce early accounts. The authority demonstrates strong commitment in supporting the production of accounts and working papers. The Treasurer and A&GC provide robust scrutiny and challenge to the accounts and Annual Governance Report which is presented to the June 2009 committee.

The authority publishes information in a timely and accessible format which meets equalities legislation. The force communications team consulted the public on their needs in accessing information and publish reports in line with the findings. Information to be included in the precept leaflet was tested with user groups to ensure it was understandable by residents. The authority and force websites offer information in different size font and contrasts, audio services with text to speech technology, and a translation of key services and helplines into 11 languages. It consulted members and the citizen panel on the format of the summary financial statements and made changes to the reported style which led to positive feedback. There is an environmental strategy and comprehensive targets have been set based on the advice from the Carbon Trust. However, these have not been communicated to the public. Kent is graded as an excellent force for diversity and each BCU has assessed local community needs. As a result, North Kent has a diversity manager to liaise, focus on and meet the needs of the varied demographic.

Governing the business

Theme score	
Key findings and conclusions	
<p>The force has a clear vision of outcomes and works collaboratively with key partners to deliver local policing and community safety priorities. It involves stakeholders in procurement, uses innovative methods to deliver services and makes effective use of IT. The force has a clear understanding of its market and has evaluated different options for procuring services, particularly as part of the Essex collaboration. It benchmarks its costs and reviews competitiveness of services to deliver value for money.</p> <p>The force has a good track record of producing relevant and reliable data, including partnership data. Budgets are well managed assisted by the quality of financial and performance information that is available. There are strict procedures in place for data security and the force takes part in incident monitoring through NPIA. Value for money has been improved by robust performance monitoring.</p> <p>The authority and force has good governance arrangements in place supported by widely publicised procedures and proactive monitoring by Professional Standards Division. There are good working relationships between the authority and force and with its partners which is based on a strong ethical culture. The Chair and Chief Constable have engaged with the community and delivered their joint vision in the policing plan.</p> <p>The authority and force have risk management strategies and registers in place. The force register links to partnership working which enables risk to be mitigated in a more effective way. It has a clear strategy for managing fraud and corruption which is delivered by the Professional Standards Department who widely publicise successful convictions. There is a sound system of internal control with a strong Audit & Governance Committee that holds the force to account.</p>	
KLOE 2.1 (commissioning and procurement)	

Appendix 1 – Use of resources key findings and conclusions

Score VFM criterion met	3 Yes
<p>Key findings and conclusions</p> <p>The Force works collaboratively with key partners to deliver local policing and community safety priorities. CDRP plans are linked to the SCS, and Force Policing Plan which is informed by the extensive range of consultation and engagement work conducted by the Force. Force level policing plans feed into BCU and departmental policing performance plans which link to objectives in individuals PDRs .The Force aims to establish a Public Safety Unit (bringing together partners in a sole location) for each district in 2009. The Force has a dedicated resource (Acting Chief Inspector) within KCC to enhance collaborative working. A monthly CDRP performance pack supports partnership working and targeting regimes and the force is a lead partner in the Kent & Medway Local Area Agreements. As a result force policies are aligned with local need.</p> <p>Stakeholders are involved with procurement. The Force consulted the Medway public on new uniforms and on the design of the new open-design counters. Internally, officers selected a range of vehicles to test drive for the new fleet and after testing at all levels of police drivers Skodas were chosen.</p> <p>The Force uses innovative ways of delivering services. It developed an online crime recording facility and was one of the first forces to provide fully interactive crime mapping on its web site. It has a project to redevelop call handling processes including CRM software so that all interactions with the public are recorded and their experience of using police services is improved. Vanguard provides the ability for citizens to report crimes on line. The mobile devices project delivers functionality via Blackberry and Mobile Data Terminals reducing the need for staff to return to police premises to undertake administrative tasks. As a result more police time is available for front-line work.</p> <p>Kent Police has a good understanding of the market place and identifies the source of best service. It takes into consideration, cost, deliverability and quality. It also considers different ways of obtaining the goods/service and this could include internalising such as looking at employing its own staff to provide digital forensic analysis services.</p> <p>The force is exploiting opportunities for joint working, collaboration, use of shared services and the economies of scale and bringing different services together. Kent and Essex have joint working within the Marine unit, protective services and shares the Essex helicopter for efficiency. The Force has identified target areas for developing its capacity to procure sustainably, eg the energy efficiency of the new PFI buildings which are built to high BREEAM standards and attain good energy efficiency through geo thermal heating / cooling. The Force is therefore aware of and pursuing sustainability and is taking steps to improve VFM.</p> <p>The force benchmarks travel costs which has the potential significantly to reduce costs. The data underpinning the collaboration between Kent and Essex and Kent and the rest of the South East Region is compared using basic cost drivers. This enables forces of differing size to be compared and conclusions drawn. It also enables the extraction of broad unit costs where all drivers for all forces have available information. On the basis of this data challenge workshops are organised in order to identify the root cause of differences in order that best practice may be shared. The force will soon reduce costs by £75k through letting a new vehicle lease and VFM will improve accordingly.</p>	
KLOE 2.2 (data quality and use of information) Score VFM criterion met	3 Yes

Appendix 1 – Use of resources key findings and conclusions

Key findings and conclusions	
<p>The Force has a good track record of producing and using accurate, relevant and reliable data, including partnership data. It takes appropriate action to identify and address weaknesses. The CDRP performance update product (BIU) includes Partnership data. The use of partnership data is included in a number of Intelligence analytical products produced under NIM for both the Force and Partners. The LAA's reporting and auditing structure ensures effective data sharing. A recent audit gave a positive report in relation to compliance, reporting, monitoring and management of SPI data. As a result data sharing helps partners to keep on track.</p> <p>The Force monitors and takes action on priorities and does not have a history of significant overspending. Budgets are well managed assisted by the quality of financial and performance information that is available. The Force is improving data used for decision-making. Victim care packs are produced for burglaries and vehicle crime. Mystery shopping volunteers working on telephone enquires on complaints resulted in support packs being sent more quickly, and also a revised complaints process.</p> <p>The Force takes action on security incidents as well as feeding lessons from incidents into information security policies and practice. This is an integral part of the incident reporting process and applies to system policies and procedures as well as corporate-level policy. The audit team will raise security incidents and recommendations as a result of their findings; likewise, the security team will help direct audit activity to high-risk areas. One example of this has been incidents of loss of Airwave terminals. This has resulted in an audit of Airwave terminal arrangements at a local level and subsequent recommendations made to senior management. The Force is also involved in the national quarterly incident reporting process through NPJA. The force learns from security incidents and takes appropriate action.</p> <p>Good monitoring has improved VFM. OSRs have saved £750K already this year on mobile phones plus £0.5m on overtime in partnership with Essex. Capacity is therefore improving as a result. Operation doorstep is giving feedback on officers as part of a planned cultural change. Comment cards via freepost are monitored with feedback given to the officer if they receive 5 positive or negative feedback. Other examples include: The black box data on speed in cars and repairs is monitored to interrogate driver behaviour and get referred to further retraining or prosecution if need be. Two people have already been disciplined as a result. Uniforms changed after comments from females resulted in new female gear e.g. different design of breastplates meant for women. The force monitors against priorities, takes feedback seriously, and acts as a result.</p>	
KLOE 2.3 (good governance)	
Score	3
VFM criterion met	Yes
Key findings and conclusions	
<p>The authority has published their standing orders, business plan and senior role positions which set out the roles and responsibilities of key officers and members. The Chair and chief executive have fortnightly meetings with the chief constable. The four committee chairs meet regularly with chief officers to discuss progress against actions, forward agendas and sensitive issues. Regular communication ensures the force and authority has good relationships. Inductions were redesigned following consultation with new members which has led to more effective and targeted sessions. The Chair holds annual PDR meetings with authority officers and members in recognition that there is a need to have suitably skilled members in lead roles and has aligned lead member roles with individual strengths, skills and attributes, confirmed by the appointment of A&FC chair with a financial and business background.</p> <p>The policing plan, led by the Chair and Chief Constable, sets out a clear vision for the engagement and achievement of local priorities. Neighbourhood PACT panels</p>	

Appendix 1 – Use of resources key findings and conclusions

gather information about the needs and fears of the community to inform priorities. These are tasked with engaging, consulting and problem solving by involving multi-agencies. The Police surveyed 4000 residents to understand public perception around crime and policing and established a new public confidence measure as part of the Step Change programme. The needs of the Kent community are built into the policing plan. The Citizen Focus change programme delivers community orientated policing supported by regular scrutiny and performance meetings to hold the Force to account. The CF strategy board is jointly chaired by Chair and Chief Constable. Progress made against the issues identified by community groups are fed back via the neighbourhood task team forums. This ensures that the public are kept informed of key policing issues in their areas.

The force and authority have adopted codes of conduct that are signed up to by all staff and members. The adherence to these is proactively monitored by the Professional Standards Department, shown by the dismissal of an officer during the year as a result of a conduct hearing. There is a strong culture of promoting and upholding good governance with complaints procedures available externally on the Force and Authority websites and leaflets regarding making a complaint in all Kent libraries. Full transparency is achieved as the public are able to email complaints directly to PSD. There is an effective Standards Committee and lessons learnt from investigations and PSD conduct hearings are widely communicated. IPCC held a development seminar on ethics which was well attended by members. The Chair attends many events in the community which has had a positive impact on the perception and reputation of the force with its partners and stakeholders. Operation Doorstep is a method of improving the culture of the force; all officers give out cards requesting feedback and 5 negative or positive responses on an officer trigger an email to their manager. Awards have been given out which has led to officers placing more emphasis on their contact with the public. There are robust arrangements for authorising officer and member expenses.

The authority and force identified its significant partnerships and has governance arrangements for each of them. The Chair and Chief sit on the LSP and Police lead the Kent Criminal Justice Board. The key partnership is the Essex/Kent collaboration which has effective procedures in place for dispute resolution. Joint working with Essex allowed Kent to carry out Operation Lockdown on a larger scale by using their ANPR vehicles alongside its own fleet, leading to highly successful operations. In addition, Kent has access to Essex's helicopter which gives economies of scale whilst maintaining a service to the public.

KLOE 2.4 (risk management and internal control)

Score

2

VFM criterion met

Yes

Key findings and conclusions

The authority and force have risk management strategies and registers in place although officers are not fully aware of the authority register. There is a corporate focus on risk through the work of the force risk advisor and forum which undertakes quarterly reviews of the register by challenging each risk and then submits reports to chief officers and the authority for consideration. The operational activity of the force for the year ahead is driven by the Strategic Assessment which integrates risk, financial and business planning. There is a lead member for risk who liaises regularly with the force advisor and other members who represent the authority at force meetings. Risk management arrangements are in place for significant partnerships, with strong arrangements in the Essex/Kent collaboration. Training has been provided for relevant staff and members; sessions have been run internally on specific risk areas, eg: insurance, legal issues and firearms, and externally by Bentley Jennison giving an overview of risk management. These sessions are well attended and equip them to challenge the force risks with confidence. KPA has set up Community Safety Partnerships (CSP) to achieve better outcomes for the public by managing risks in a quicker and more efficient manner. These bring together a range of public sector agencies to address issues that pose a risk to the quality of life of local residents eg: The work of Shepway CSP has delivered a number of successful outcomes for the public: tackled anti-social behaviour in Lydd; youths setting fire to wheelie bins; and fly-tipping in the

Appendix 1 – Use of resources key findings and conclusions

Romney Marshes. Action taken has been reported back to the local residents which has seen an improvement in the satisfaction levels of the borough.

Counter fraud and corruption arrangements: The force has a Professional Standards Strategy which includes an anti-corruption element, and Threat Assessment for Corruption, these cover partnership working. This emphasises the need to expose corrupt staff through reporting incidents and supporting proceedings against offenders which has helped to engender trust and integrity. Pro-active programme of counter fraud and corruption work is undertaken by the Counter Corruption Intelligence Unit and PSD Investigation Team which are fully trained. A staff investigator is the first non-officer to achieve ICIDL accreditation. The force has invested significantly in raising the profile of unacceptable conduct through briefings, training publications and a media approach and has seen tangible results when they report wrongdoing which has led to a more open culture. Recent examples are the arrest and sentencing of an officer and arrest of two special constables misusing warrant cards. Arrangements are assessed against IPCC best practice and learning shared across the force and with partners which has resulted in joint convictions. Money laundering and terrorist financing are high on the agenda.

There is a sound system of internal control in place. This underpins the assurance framework for the Annual Governance Statement which was an honest self-assessment in 07/08. Business continuity arrangements are good and testing of emergency plans includes its partners. The Audit & Governance Committee is strong. It has objective, independent and knowledgeable members provide robust challenge to officers and hold them to account. The members have the required skills to review arrangements; training is delivered before every meeting and is well attended by members from other committees. Members of the Committee are effective in their role and have improved relationships between staff, officers and members.

Managing resources

Theme score	2
Key findings and conclusions	
The force has a productive and skilled workforce and uses skills gaps to identify training needs. The force is seen as a good employer and exploits numerous recruitment opportunities. It has integrated workforce planning with financial and service planning, showing how the force will deliver its strategic objectives and deliver improvements in efficiency and productivity. The authority and force engage and support staff in managing organisational change. Kent has been graded as an excellent force for diversity. It has policies in place which support good people management.	
KLOE 3.3 (workforce planning)	
Score	2
VFM criterion met	Yes
Key findings and conclusions	
The force uses the SAP IT system for its integrated HR and Finance functions. This allows overlaying of skills against role requirements to inform subsequent training, development and deployment plans. It has identified a skills gap is in the area of leadership, and a courses are now open to frontline supervisors and first	

Appendix 1 – Use of resources key findings and conclusions

line managers. The Force presents itself as a good employer in the market place, exploiting numerous recruitment channels, such as print, bus backs, bill boards, online job boards and radio advertising. The force is currently developing an e-recruitment system. Systems for managing levels of staff accidents and sickness absence have put Kent 2nd in its MSG and 8th nationally.

Workforce planning is integrated with financial and service planning, showing how the force will deliver its strategic objectives and deliver improvements in efficiency and productivity. The Resource Allocation Model (RAM) ensures the correct distribution of resources linked to demand and financial limits. Work underway includes 'Lean management' PORs and PIRs also incorporate resource management as key strands. Changes to the force establishment are undertaken formally via the force Planning Committee. The Data Integrity Officer is then responsible for making changes to the establishment once authority has been granted and finance confirmed. As a result productivity and resource needs are well aligned.

The Force trains line managers to deal with change management issues. The leadership academy addresses issues like change management, including employment law and PDR as well as developing self awareness of leaders, their leadership styles, leadership theory and practice, to enable them to manage and lead change programmes. Post-implementation reviews assess the benefits of change against clearly defined success criteria and the force learns from the results. A key strand is to review the anticipated results in comparison to the actual results, and cost/benefits analysis. Outcomes will also include recommendations for business improvements and service improvement plans. The force learns from change events well.

It has a dedicated Positive Action officer who is responsible for a range of initiatives to assist the force in attracting and supporting under represented groups and developing a more reflective workforce. Initiatives have included positive action briefings for BME candidates, workshops, attendance at recruitment fairs and a presence at a variety of cultural events. The force is on target for BME police officer recruitment. Work is also being undertaken to support the progression of female officers at supervisory and management ranks. The force is aiming to achieve level 2 of the Equality Standard for Local Government shortly. The police authority and force has a range of rewards approach to attract, retain and reward staff, including developing opportunities for flexible working arrangements to support staff through key life events. The Force has in place a policy for Reward and Recognition, Special Priority Policy / Payments to support retention. Competency Related Threshold Payments (CRTP) are paid to officers at the top of their rank scale who perform to a high level. Flexible working, part time and career break policies are in place and utilised by officers and staff.

Appendix 2 – Audit Fees

22 Table 3 below reports the projected outturn fee against the 2008/09 audit plan.

Table 3 Audit fees

	Actual	Proposed
Financial statements and annual governance statement	71,076	71,076
Use of resources, including value for money	20,851	20,851
Total audit fees	91,927	91,927
