

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: HMICFRS Integrated PEEL Assessment
Date: 12 June 2019



INTRODUCTION:

1. One of the Police and Crime Commissioner's (PCC's) key duties is to be democratically accountable for the provision of an efficient and effective police force by holding the Chief Constable to account.
2. However, the PCC does not judge progress based on targets as he recognises that sometimes, despite Kent Police's best efforts, it is not possible to bring offenders to justice due to lack of available evidence or where the suspect has died, for example. The PCC does though consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports and other independent publications.
3. HMICFRS independently assesses and reports on the efficiency and effectiveness of police forces and fire & rescue services – in the public interest. HMICFRS is independent of the Government, the police and fire & rescue authorities. In preparing reports, Her Majesty's Inspectors' (HMIs) ask the questions which citizens would ask, and publish the answers in an accessible form, using expertise to interpret the evidence and make recommendations.
4. This paper provides an overview of HMICFRS' 2018/19 PEEL Assessment of Kent Police, and also outlines how the PCC holds the Chief Constable to account.

BACKGROUND:

5. PEEL is HMICFRS' annual assessment of police effectiveness, efficiency and legitimacy. Based on three separate inspections, each force is judged as 'Outstanding', 'Good', 'Requires improvement' or 'Inadequate' on the categories (or pillars) based on inspection findings, analysis and HMIs professional judgment across the year.
6. Since the establishment of PEEL, HMICFRS have sought ways to reduce the intensity of inspection on forces. Analysis and feedback from forces also showed that a risk-based approach, where well-performing forces were inspected on fewer areas, would:
 - reduce the inspection burden on forces;
 - allow forces to focus on areas presenting greatest risk to public safety and security; and
 - promote improvements in policing to make everyone safer.
7. As a result, in 2018/19 HMICFRS adopted an Integrated PEEL Assessment (IPA) approach. Whilst how they inspect remains broadly the same so the public can see how each force's performance changes over time, the IPA has changed their approach to inspections so they are:
 - termly – forces are inspected in three tranches across the reporting year;
 - simplified – the question set that forces are assessed against has been reduced by 30%;
 - risk-based – concentrated on areas with the greatest risk to the public rather than inspecting every element of a high performing force every time;
 - integrated – one inspection covering the effectiveness, efficiency and legitimacy of a force and findings published as one force report;
 - collaborative – forces are expected to assess their own performance and provide Force Management Statements (FMSs)¹; and
 - rolling – ongoing monitoring process examining areas of risk in forces that informs HMICFRS's inspection programme.

¹ A self-assessment that chief constables (and London equivalents) prepare and submit to HMICFRS each year.

8. As well as inspection findings, the IPA is informed by analysis of:
- force data and FMSs;
 - risks to the public;
 - progress since previous inspections;
 - findings from non-PEEL inspections;
 - how forces tackle serious and organised crime locally and regionally; and
 - regular monitoring work.

2018/19 PEEL ASSESSMENT:

9. Kent was one of fourteen forces to be inspected in tranche one of the IPA. HMICFRS consider the risk to the public in the following four areas to be important enough that they plan to inspect each force every year:
- protecting vulnerable people;
 - firearms capability;
 - planning for the future; and
 - ethical and lawful workforce behaviour.
10. However, extending the risk-based approach that was used in their 2017 effectiveness inspection to the efficiency and legitimacy parts of the IPA, HMICFRS didn't inspect all forces against all areas. The table below shows which areas Kent Police were inspected against (including those listed above):

IPA area	Inspected in 2018/19?
Preventing crime and anti-social behaviour	No
Investigating crime	Yes
Protecting vulnerable people	Yes
Tackling serious and organised crime	No
Firearms capability	Yes
Meeting current demands	No
Planning for the future	Yes
Treating the public fairly	No
Ethical and lawful workforce behaviour	Yes
Treating the workforce fairly	No

For those areas not inspected in 2018/19, HMICFRS' 2017 judgements remained in place.

11. Tranche one forces IPA reports were published on 2 May 2019. The overall assessment for Kent Police was:
- **Effectiveness – Good**
 - **Efficiency – Outstanding**
 - **Legitimacy – Outstanding**
12. These grades are impressive. Kent Police was one of only two forces to be assessed as 'Outstanding' in two pillars and the only force to achieve 'Outstanding' in both Efficiency and Legitimacy. Furthermore, it is the only force to be assessed as 'Outstanding' in Legitimacy and to have held this grading for four consecutive years.
13. In addition, HMICFRS did not highlight any causes of concern resulting in recommendations, and identified only six areas for improvement. A summary of the findings is attached as Appendix A, or the full report can be viewed [here](#).
14. The overall picture across the fourteen forces inspected was as follows:
- Effectiveness: one force graded outstanding (Durham), twelve as good (including Kent) and one as requiring improvement.
 - Efficiency: three forces graded outstanding (Durham, Kent and Norfolk), eight as good and three as requiring improvement.
 - Legitimacy: one force graded as outstanding (Kent), eleven as good and two as requiring improvement.

15. At the 6 February Panel meeting, Members may also recall that they received a report on Kent Police's Crime Data Integrity re-inspection. HMICFRS graded the force 'Outstanding', estimating that it records 96.6% of reported crimes – higher than any other force nationally, and at that time, one of only two forces to achieve that grading.
16. Commenting on Kent Police's IPA assessment, HM Inspector of Constabulary Zoe Billingham said:
- 'I congratulate Kent Police on its excellent performance in keeping people safe and reducing crime.'*
- 'The force is good at preventing crime and anti-social behaviour. It investigates crime well. It works effectively with other agencies to identify and protect vulnerable people.'*
- 'I am particularly pleased with the force's performance in recording crime. It has substantially improved its crime-recording accuracy since our 2017 inspection.'*
- 'Kent Police is ambitious in its planning for the future and wants to be at the forefront of innovative practice. I am very impressed with its understanding of changing demand and how it links this to its future financial planning and workforce development.'*
- 'Senior leaders make sure that the workforce understands the importance of treating the public and each other with fairness and respect. The force continues to be outstanding in this area. It clearly promotes the standards of professional behaviour it expects. This is well understood by the workforce.'*
- 'Overall, I congratulate Kent Police for its excellent performance over the past year. I am confident that it is well-equipped for this to continue.'*
17. Based on these recent HMICFRS assessments, Kent Police can be considered the best police force in the country – holding more 'Outstanding' grades, and for longer – than any other force. Indeed, on 1 April 2019, following a visit to the force, Nick Hurd MP, Minister of State for Policing and the Fire Service described Kent Police as '...an outstanding example of an excellent force' in the House of Commons.
18. The Chief Constable and PCC are not only very pleased, but also endorse these sentiments and have expressed their thanks to everyone for their hard work that has brought the force to this point. Without every officer, Special Constable, PCSO, member of staff, and volunteer understanding that victims and witnesses must come first, that Kent Police exists to provide a first class service, and that it is all underpinned by the ethos of 'doing the right thing', the force would not be where it is today.
19. The remaining 29 forces in England and Wales will be inspected by HMICFRS in two subsequent groups later this year. The fieldwork has been completed for the tranche two forces, of which there are another 14, and will be published in the autumn. Fieldwork for the third tranche started on 29 April 2019 and will end on 19 July 2019.
20. Given their resources are finite, and the current timescale for completing the first round of IPAs, HMICFRS have agreed not to start the next round of inspections until 2020. HMICFRS also recognise that further work is necessary to map out the detail of what IPAs could look like; starting in 2020 will ensure they have the time and ability to further develop the methodology and approach.
21. In addition to the annual PEEL Assessment, HMICFRS also conduct thematic inspections with two recent examples focusing on [Stalking and harassment](#) and [Fraud](#). Both reports include recommendations, some of which are directed at Chief Constables; it is a PCC's responsibility to hold their Chief Constable to account. As such, the PCC will provide an update to Members later in the year.

HOLDING TO ACCOUNT:

22. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
23. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the Safer in Kent Plan and policing generally in the county.
24. Through the 'Inspections, Audits & Reviews' paper, the Chief Constable routinely submits comprehensive updates on HMICFRS inspection activity and recommendations.
25. Whilst HMICFRS did not highlight any causes of concern resulting in recommendations, the PCC expects Kent Police to make progress in the few areas they found for improvement. The Chief Constable has already made clear his intention to maintain 'Outstanding' in Efficiency and Legitimacy and improve on 'Good' for Effectiveness, with investigations and better support to victims being at the heart of that work.
26. The PCC welcomes the findings of the IPA and is pleased that Kent Police can be considered the best police force in the country. However there is no room for complacency, and the PCC will continue to receive HMICFRS updates at the Performance and Delivery Board. The PCC will also continue to hold the Chief Constable to account via their weekly 1:1 briefings which are held in the OPCC, and allow discussion of a wide variety of subjects, including significant operational matters and delivery of the Safer in Kent Plan.

Summary: Kent Police 2018/19 PEEL Assessment

Effectiveness		Last inspected
How effectively does the force reduce crime and keep people safe?	Good	
Preventing crime & tackling ASB	Good	2016/17
Investigating crime	Good	2018/19
Protecting vulnerable people	Good	2018/19
Tackling serious & organised crime	Good	2016/17
Armed response capability	Ungraded	2018/19

HMICFRS Summary

Kent Police is effective at reducing crime and keeping people safe.

It is good at investigating crime. But it should quickly resolve the problems with its new information and communications technology (ICT) system. The force should also make sure it doesn't close investigations too early.

The force is good at protecting vulnerable people. It works well with partner organisations to do this. It also uses its protective powers well. But it needs to make sure it has enough staff in its online investigation team to manage demand.

In 2017, we judged Kent Police as good at preventing crime and tackling anti-social behaviour and at tackling serious and organised crime.

Areas for improvement

Investigating crime

- The force should ensure it progresses cases effectively, even if the victim does not support the investigation, & that officers understand the importance of this.

Protecting vulnerable people

- The force should within three months review its use of THRIVE within the control room & the incident management unit (IMU) & ensure that staff understand the importance of correctly assessing incidents.
- The force should, within three months, review its incident management unit recovery plan to ensure it gives victims an appropriate service.
- The force should review demand & capacity in its police online investigation team (POLIT) & reduce the backlogs in the department.

Efficiency		Last inspected
How efficiently does the force operate and how sustainable are its services?	Outstanding	
Meeting current demands & using resources	Outstanding	2017/18
Planning for the future	Outstanding	2018/19

HMICFRS Summary

Kent Police operates efficiently and provides services that it can maintain in the long term

The force is outstanding at future planning. It understands how demand is likely to change. It uses a range of data and works closely with partner organisations to do this.

Kent Police communicates really well with the public. The force understands what matters to people. It knows what skills it needs to provide a good service.

The force has a good financial and people plan. It is good at identifying and supporting future leaders.

In 2017, we judged Kent Police as outstanding at meeting current demands and using resources.

Legitimacy		Last inspected
How legitimately does the force treat the public and its workforce?	Outstanding	
Fair treatment of the public	Outstanding	2017/18
Ethical & lawful workforce behaviour	Good	2018/19
Fair treatment of the workforce	Outstanding	2017/18

HMICFRS Summary

Kent Police treats the public and its workforce legitimately.

It is good at behaving ethically and lawfully. Force leaders model this and support a culture of learning. The force encourages officers and staff to think about how they would respond to ethical dilemmas.

The force has an anti-corruption plan. But it needs good monitoring systems to support this. And it needs to have more people working in this area. The force is making better links with groups that work with vulnerable people. This will help it manage corruption better.

In 2017, we judged Kent Police as outstanding at treating the public and its workforce fairly.

Areas for improvement

Ethical and lawful workforce behaviour

- The force should ensure its counter corruption unit:
 - has sufficient capability and capacity to be effective in its proactive approach to counter corruption; and
 - can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.
- The force should ensure it builds effective relationships with the groups and organisations that support and work with vulnerable persons.