

To: Kent and Medway Police and Crime Panel

Subject: HMICFRS PEEL Inspection 2021/22

Date: 18 April 2023

Introduction:

1. Further to previous updates to the Panel, the most recent being at December's meeting, this paper reports on Kent Police's progress in addressing the findings from HMICFRS' PEEL Inspection 2021/22 and outlines how the PCC is holding the Chief Constable to account.
2. It also provides an update on HMICFRS' next scheduled PEEL Inspection of Kent Police.

Background:

3. HMICFRS independently assesses and reports on the efficiency and effectiveness of police forces and fire & rescue services – in the public interest. HMICFRS asks the questions that it believes the public wish to have answered, and publishes the answers in an accessible form, using expertise to interpret the evidence and make recommendations for improvement.
4. PEEL (police effectiveness, efficiency and legitimacy) is HMICFRS' regular assessment of police forces in England and Wales. Using inspection findings, analysis and professional judgement they assess how good forces are in core areas of policing.
5. On 28 April 2022, HMICFRS published [PEEL 2021/22 – An Inspection of Kent Police](#).
6. The published report provided an assessment across ten areas of policing with graded judgements on nine. The findings covered a period of assessment between March 2021 and October 2021.
7. However, PEEL significantly changed in 2021 moving from an assessment of three pillars of policing to twelve core areas.
8. A further significant revision saw the gradings move from a four-tier to five-tier approach with the addition of 'adequate' as a judgement [Outstanding; Good; Adequate; Requires Improvement; Inadequate]. As a result, it is not possible to make direct comparisons between the grades awarded and those in previous PEEL inspections. Also, a reduction in grade, particularly from good to adequate, does not necessarily equate to a reduction in performance.
9. During Kent's PEEL inspection, HMICFRS further revised the methodology removing assessments in two core areas of policing, namely serious and organised crime and counter corruption and vetting.

PEEL Inspection 2021/22:

10. The following is an overview of HMICFRS' graded judgements of Kent Police in the nine areas of policing:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Preventing crime	Protecting vulnerable people	Investigating crime	
	Treatment of the public		Responding to the public	
	Developing a positive workplace		Managing offenders	
	Good use of resources			

11. HMICFRS also inspected how effective a service Kent Police gives to victims of crime but did not make a graded judgement in this overall area.

Progress Update:

12. As reported previously, following the inspection, Kent Police developed a comprehensive Improvement Plan.
13. It also implemented a robust and transparent regime of governance, with progress against the 19 Areas for Improvement (AFIs) overseen by the Future Improvement and Development Board chaired by the Deputy Chief Constable. Subsequently, following each board an update is also provided to the Chief Constable on the progress being made.
14. In January 2023, the Chief Constable held an extraordinary PEEL Oversight Board where action owners provided updates on progress, evidence of improvement and outlined future activity; a further Oversight Board is planned for April 2023.
15. Workstreams for each AFI are extensive and attached as Appendix A is a summary of key activity prepared by Kent Police. It also includes their assessment of the RAG status of each AFI which shows:
- five AFIs as green (complete); and
 - 14 AFIs as amber (work in progress), with seven anticipated for completion by the end of March 2023 and seven between April and June 2023.
16. Progress against the AFIs is monitored by the Force's HMICFRS Lead Officer who also normally approves formal closure based on the evidence. However, on this occasion, assessment of progress and formal closure will form part of HMICFRS' PEEL Inspection 2023-25 (see below).

PEEL Inspection 2023-25:

17. On 12 December 2022, HMICFRS notified the Force that the period of continuous assessment for its next PEEL Inspection had commenced.
18. The Force has received requests from HMICFRS for documents and data which have been facilitated and submitted. Chief Officer interviews have been held. Strategic interviews with key business leads are underway and focus groups and reality testing commenced in March 2023.
19. The Force is due its Victim Service Assessment in April 2023 (confirmed date awaited) with further reality testing taking place in June 2023. The final report is due for publication in October 2023.
20. Preparation and governance are well established with Chief Officer oversight to ensure the Force puts forward the best evidence available to evidence progress against the previous AFIs and support formal closure, as well as new evidence across the core questions being assessed.

Holding to account:

21. Although the PCC believes some elements of work, such as the focus on cutting county lines and dealing with burglars were not sufficiently recognised by HMICFRS, he also acknowledges that some findings were disappointing, particularly those in respect of domestic abuse and the investigation of crime.
22. However, the PCC is reassured the Force is taking the improvement journey seriously and all the AFIs are being addressed, as evidenced by Appendix A.
23. That said, the PCC will continue to hold the Chief Constable to account through his quarterly Performance and Delivery Board.
24. Open to Panel Members and the public on a non-participating basis and also live streamed, 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 [Making Kent Safer](#) Plan and policing generally in the county.
25. Although the 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity, the PCC has formally requested that it specifically includes an update on the Force's Improvement Plan for each meeting.

26. In addition to this regular reporting, a bespoke and additional Performance and Delivery Board meeting was held on 31 October at which, the then Temporary Chief Constable, gave a presentation outlining the action being taken to address each of the AFIs.
27. The PCC will also continue to hold the Chief Constable to account via their regular weekly briefings and he is represented at the Chief Constable's PEEL Oversight Board by his Chief Executive. He also routinely receives bespoke briefing notes and updates from the Force.
28. Whilst the PCC recognises that the Force has had to address a number of findings, he would like to thank the officers, staff and volunteers of Kent Police for their continued diligence and dedication to service which they demonstrate every single day in trying to do their best for local neighbourhoods and victims of crime.

Recommendation:

29. The Kent and Medway Police and Crime Panel is asked to note this report and request a further update when appropriate.

HMICFRS PEEL Inspection 2021/22 – progress overview

The following is a summary of key activity in relation to each AFI.

RAG status: Green = Complete Amber = Work in progress

1. The Force needs to improve how it collects information about diversity of crime victims and use this to ensure it serves different communities equally		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> Kent's current position in relation to protected characteristics has been completed Local Force work has been scoped and contact is being made with the Athena working group to obtain an update at a national level 	<ul style="list-style-type: none"> The Force continues to work with the NPCC in the production of a nationally agreed position on recording protected characteristics across police systems Technical solutions are being scoped to service the anticipated requirements Awaiting NPCC guidance 	
Anticipated completion date – May 2023		
2. The Force should improve the way it assesses public satisfaction with the service it provides		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> Research undertaken with other forces New service implemented providing the function to gain feedback from callers to the Force Control Room on the service received Victim satisfaction surveys for hate crime, domestic abuse and rape continue 	<ul style="list-style-type: none"> Proposal paper to Chief Officers to approve the wider use of bespoke surveys via existing software Operationalise the proposal paper 	
Anticipated completion date – April 2023		
3. The Force needs to ensure that neighbourhood policing officers have access to structured training		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> Neighbourhood Policing review to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirement; creation of a tiered programme of training depending on role Consultation of the proposed model for Neighbourhood Policing concluded Examples of good practice identified to inform the development of a structured programme of training to enhance the current provision The Force continues to invest in CPD across teams for key topics such as ASB and problem solving, managed through Partnerships Command 	<ul style="list-style-type: none"> Learning and Development leading on the introduction of a bespoke training package Awaiting the release of the College of Policing's framework for professionalising NHP to ensure any development is reflected Implementation of a train the trainer programme which will upskill all officers entering the new NHP model and provide a framework for the delivery of training 	
Anticipated completion date – April 2023		
4. The Force needs to make sure that repeat callers and those that are vulnerable are routinely identified		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> Review of THRIVE application by call takers undertaken and high compliance found FCIR Learning and Development will ensure ongoing monitoring and include in continuous professional development Processes embedded providing detail of incidents either where service failure has been 	<ul style="list-style-type: none"> FCIR Transformation Programme includes a review of current and future technology which may provide further opportunities to automate identification of repeat callers 	

<p>identified and/or potential service failure may exist, providing quick remedial actions where applicable and feedback to improve performance; reviews are not seeing failures in relation to repeat callers</p> <ul style="list-style-type: none"> • Daily reviews of repeat callers and engagement with the relevant District CSU to highlight interventions required from the Police or key stakeholders • Development of a repeat caller tag has seen improvements in routine identification 	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>	

<p>5. The Force needs to make sure call takers give advice on the preservation of evidence and crime prevention</p>		<p>Amber</p>
<p>Action Taken</p> <ul style="list-style-type: none"> • New service implemented which ensures victims are provided with a text message link to crime prevention advice • 'My Community Voice' can be utilised to provide crime prevention advice to the wider community • FCIR Learning and Development will ensure ongoing monitoring and include continuous professional development • Scene preservation advice is provided when appropriate by call takers however further work is underway to review and identify where further enhancements can be made 	<p>Ongoing Activity</p> <ul style="list-style-type: none"> • Plans are being implemented to introduce training to Kent FCIR staff and call takers from SCD Crime Scene Investigators (CSIs) 	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>		

<p>6. The Force needs to better manage its response to incidents</p>		<p>Amber</p>
<p>Action Taken</p> <ul style="list-style-type: none"> • Review of incident grading undertaken; found to follow national guidance and believed to be fit for purpose • In the last six months the strength on Local Policing has been increased by over 300 officers to ensure vacancies are filled providing a bigger pool of resources to respond to calls for service • Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs) • DA Hub introduced which directs appropriate victims to a police officer who can respond immediately or receive a virtual policing response • Daily governance in place to ensure constant monitoring of response to incidents • The Force does not have attendance targets; well established performance management processes continue to maintain oversight and management of response to incidents 	<p>Ongoing Activity</p> <ul style="list-style-type: none"> • FCIR Transformation Programme includes an uplift in resources, enhancing working practices and better use of technology • Full evaluation of DA Model at the end of March 2023 • Engagement with Humberside Police to understand their Right Person, Right Care approach (HMICFRS innovation) 	
<p>Anticipated completion date – May 2023</p>		

7. The Force needs to improve the capacity and capability of its response teams		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • In the last six months the strength on Local Policing has been increased by over 300 officers to ensure vacancies are filled • Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs) • Local Policing review focused on establishment of victim-based teams, shift pattern and minimum numbers concluded with proposals briefed to Chief Officers • DA Hub introduced which directs appropriate victims to a police officer who can respond immediately or receive a virtual policing response • Ongoing blueprint exercise has been carried out across all Divisions to identify officers not working in established roles 	<ul style="list-style-type: none"> • FCIR Transformation Programme includes pillar to review and resolve appropriate crime at the first point of contact reducing demand for frontline officers • Full evaluation of DA Model at the end of March 2023 	
Anticipated completion date – June 2023		

8. The Force is failing to properly resource the teams that investigate domestic abuse		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs) • Detective capacity increased across Vulnerability Investigation Teams (VIT) with further growth planned • DA Hub introduced responding to high, appointment and priority DA calls for service – early evaluation has evidenced a reduction in work allocated to LP and VIT and excellent victim satisfaction • Continued and ongoing reviews of high-risk DA, detective capacity and skills profile for detective-based teams • Crime Academy providing support to those on the detective pathway to ensure continued progression to accreditation • Data tool introduced to effectively monitor officer workloads 	<ul style="list-style-type: none"> • Full evaluation of DA Model at the end of March 2023 • Divisions to continue to ensure staff undertake key DA courses to further enhance capability of DA Teams 	
Anticipated completion date – June 2023		

9. The Force needs to make sure that crimes are allocated and investigated in a timely manner		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards • Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance 	<ul style="list-style-type: none"> • Mechanisms to enhance the investigation of crime once it is allocated have been developed providing a more enhanced service to victims and will ensure that crimes are allocated promptly with investigation plans and no re-allocation of crime reports 	

<ul style="list-style-type: none"> • Three-day supervisory investigative improvement course developed, delivered and now mandated • Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant • Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area 	
Anticipated completion date – April 2023	

10. Investigation plans should be created where applicable and properly supervised	Green
Action Taken	
<ul style="list-style-type: none"> • Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards • Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance • Three-day supervisory investigative improvement course developed, delivered and now mandated • Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant • Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area • Sustained performance in this area 	
Completed	

11. The Force needs to take every opportunity to pursue offenders when victims disengage	Green
Action Taken	
<ul style="list-style-type: none"> • Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards • Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance • Three-day supervisory investigative improvement course developed, delivered and now mandated • Divisional DCIs are undertaking six-month crime report reviews • Policy in place providing clear expectations in respect of evidence led prosecutions when a victim disengages • Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant • Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area • Performance in this area continually improving month on month • Continued supervisory oversight and performance monitoring 	
Completed	

12. The Force needs to make sure the needs of all victims are assessed so they can be supported	Green
Action Taken	
<ul style="list-style-type: none"> • Review undertaken to assess current compliance in respect of Victim Care Cards and Victim Needs Assessment; officers found to have high awareness of responsibilities • Policies reviewed and clear regarding where contact with the victim should be recorded on Athena • Consultation undertaken with officers re. improvements to increase efficiency and effectiveness • Improving performance • Continued review of compliance through well-established performance management processes 	
Completed	

13. The Force needs to improve how it records why victims withdraw their support for investigations		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards • Three-day supervisory investigative improvement course developed, delivered and now mandated • Policy updated and communicated to ensure clear expectations are set in respect of obtaining a record of a victims wishes to withdraw support and the action required if this record cannot be obtained 	<ul style="list-style-type: none"> • Data Audit Team will continue to review and test compliance to measure progress 	
Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)		

14. The Force should make sure that orders protecting victims of domestic abuse are considered in all appropriate cases		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • Proactive DA Teams target offenders who pose the greatest risk utilising protective orders demonstrating increased safeguarding to victims and focus on targeting recidivist DA offenders • Domestic Violence Prevention Notices (DVPNs) sought and Domestic Violence Protection Orders (DVPOs) granted by the court continue to increase because of continued focus and reinforcement with staff 	<ul style="list-style-type: none"> • Performance continues to be monitored to ensure this area for improvement is consistently achieved 	
Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)		

15. The Force should maintain and improve the wellbeing of staff involved in protecting vulnerable people		Amber
Action Taken	Ongoing Activity	
<ul style="list-style-type: none"> • Health and Wellbeing Services have developed an Investigator Wellbeing plan which has been circulated to divisions and PVP for implementation; this includes a range of activities now being delivered • Dedicated area for Investigator Wellbeing on the Healthy You website • Counselling and Wellbeing team have had recent engagement with the POLIT team to provide an input at their team meeting which forms part of regular contact with this critical investigation team • Inputs at Family Liaison Officer CPD and a Family Liaison Adviser course have been undertaken and close contact has been maintained with the Serious Collision Investigation Team to conduct some targeted wellbeing activity • During the month of September 2022, Health and Wellbeing Services delivered a Suicide Prevention Campaign including an input from a 	<ul style="list-style-type: none"> • Continued progression of the Investigator Wellbeing Plan 	

<p>Detective Sgt on his experience of loss of a colleague due to suicide and promoting the reduction of mental health stigma</p> <ul style="list-style-type: none"> Peer support programme to promote wellbeing locally and dissemination of force-wide activities and initiatives to ensure all officers and staff are aware of the wellbeing support available to them now implemented Health and Wellbeing Services continue to engage and work with investigation teams 	
Anticipated completion date – March 2023	

16. The Force needs to review its policy for people released on bail and while under investigation	Green
<p>Action Taken</p> <ul style="list-style-type: none"> Comprehensive bail management policy and clear governance in place Superintendents conduct six-month reviews in line with NPCC guidelines Kent has led on work with other Athena forces to redefine the suspect status recorded to ensure a consistent approach is applied when identifying high risk offenders and ensure they are relentlessly pursued Changes to the Bail Legislation took place on 28 October 2022; training was well received and has embedded well On-going guidance is available for all staff on the VJ & Custody SharePoint pages Management data shows that there is a propensity to bail detainees from custody with conditions to safeguard the victim Systems have been created to implement the activity as outlined in the recommendation and performance monitoring will continue to ensure efficient and effective processes continue Superintendents are reviewing Bail/RUI at six months in line with the NPCC guidance Bail and RUI will continue to be scrutinised through the VJ performance process by way of monthly performance data to show the changes to the volumes of RUI as well as reviews and QA process in place to address quality 	
Completed	

17. The Force needs to review whether its operating model is hampering its ability to effectively manage registered sex offenders	Green
<p>Action Taken</p> <ul style="list-style-type: none"> Management of Registered Sex Offenders (RSOs) adheres to Authorised Professional Practice (APP) Performance framework demonstrating consistent improvements in performance Review of the MAPP Strategic Management Board has been undertaken A review of management of sex offenders has concluded; structure and governance arrangements agreed Implementation underway with a projected completion date of 1 April 2023 Performance overseen at Force Performance Committee Performance remains strong in this area 	
Completed	

18. The Force should review its digital capability and capacity to effectively target online child abuse	Amber
Action Taken	Ongoing Activity
<ul style="list-style-type: none"> All staff within online child abuse teams are trained and aware of the opportunities for early examination of devices The Digital Forensic Unit (DFU) will attend warrants with online child abuse teams and complete relevant downloads on the same day with multiple examples of this leading to remands and charges 	<ul style="list-style-type: none"> Further enhancements being progressed with DFU

<ul style="list-style-type: none"> • Peer to peer reviews across teams has enabled the sharing of best practice and training on the use of digital assets, resulting in an upturn in performance • New processes have been introduced to reduce investigative delays by completing direct submissions to DFU when local Digital Management Hubs are at capacity • DFU and POLIT management have introduced a regular performance meeting to scrutinise the demand and ensure that cases are appropriately prioritised 	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>	

<p>19. The Force needs to review how it allocates resources to ensure it can meet demand (Linked to AFI 7 and 8)</p>		<p>Amber</p>
<p>Action Taken</p> <ul style="list-style-type: none"> • The resource allocation model has been reviewed and is fit for purpose • Non established teams have been reviewed and proposal made to Chief Officers • A review of capability has been undertaken and a bespoke delivery plan is in place in respect of training requirements (business as usual) • Governance for monitoring and delivering these requirements is through the Chief Officer Force Resourcing Panel • The Force Management Statement (FMS) is monitored alongside areas of risk and focus for the Force enhancing the current structure surrounding decisions made by the Force Resourcing Panel and the Strategic Change Board 	<p>Ongoing Activity</p> <ul style="list-style-type: none"> • The FMS will enable the Force to predict and manage demand effectively and efficiently based on key data, a newly introduced workforce plan which will forecast demand over the next three years and professional judgement 	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>		