

To: Kent and Medway Police and Crime Panel

Subject: HMICFRS PEEL Inspection 2021/22

Date: 6 December 2022

Introduction:

1. Further to the previous paper that was presented at the June meeting, and the verbal update provided by the PCC at the September meeting, this paper reports on Kent Police's progress in addressing the findings from HMICFRS' PEEL Inspection 2021/22.

Background:

2. 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.
3. PEEL significantly changed in 2021 moving from an assessment of three pillars of policing to twelve core areas.
4. 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]. This means it is not possible to make direct comparisons between the grades awarded and those in previous PEEL inspections. A reduction in grade, particularly from good to adequate, does not necessarily mean that there has been a reduction in performance.
5. 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.
6. On 28 April 2022, HMICFRS published [PEEL 2021/22 – An Inspection of Kent Police](#).
7. 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.

PEEL Inspection 2021/22:

8. The following is an overview of HMICFRS' graded judgements 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			

9. 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:

10. As reported previously, following the inspection, Kent Police developed a comprehensive Improvement Plan.

11. It also implemented a robust and transparent regime of governance, with progress against the 19 Areas for Improvement (AFIs) overseen by the Force Improvement Board chaired by the Deputy Chief Constable. After each Force Improvement Board an update on progress is provided to the Chief Constable. In October 2022, the Temporary Chief Constable also chaired the extraordinary PEEL Oversight Board where action owners provided updates on progress, evidence, improvements and outcomes; a further Oversight Board is planned for January 2023.
12. On 31 October, the PCC held a bespoke Performance and Delivery Board specifically focused on the PEEL Inspection.
13. The Temporary Chief Constable provided comprehensive updates on action being taken to address each of the AFIs (in the form a presentation), and the PCC asked a number of questions to clarify points and challenge assertions.
14. At the conclusion of the PEEL Inspection update, the PCC asked:

'If the Force was re-inspected tomorrow would HMICFRS find the same problems, evidence of improvement, and would the areas graded 'adequate' and 'requires improvement' move upwards'.

15. Noting HMICFRS were likely to conduct a re-inspection in Spring 2023, the Temporary Chief Constable stated:

'...he was extremely confident that all the activity was pushing the Force in the right direction and that when HMICFRS returned they would see a vastly improved position'.

He added:

'...the Force couldn't be complacent though and needed to ensure there was no loss of traction in other important areas of business, and those graded 'Outstanding' and 'Good'...'

16. Whilst both the PCC and Temporary Chief Constable accept HMICFRS' findings, they also wish to acknowledge that every day, police officers and staff are doing tremendous work to keep the public safe, to support victims, and ultimately to bring offenders to justice.
17. A copy of the Temporary Chief Constable's presentation which remains current, can be found at the end of this paper. The Meeting Notes are also included in the papers for this meeting.

Holding to account:

18. The PCC commends the Force's continued outstanding performance in the recording of crime, and for its work on preventing crime from happening in the first place. However, he also believes that some elements of work, such as the focus on cutting county lines and dealing with burglars were not sufficiently recognised in the report.
19. The PCC acknowledges that some findings were disappointing, particularly those in respect of domestic abuse and the investigation of crime. However, following the Performance and Delivery Board on 31 October, he is reassured the Force is taking the improvement journey seriously and all the AFIs are being addressed.
20. The PCC will continue to hold the Chief Constable to account through his quarterly Performance and Delivery Board.
21. 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.
22. Although the 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity, the PCC has formally requested that for each meeting it specifically includes an update on the Force's Improvement Plan.

23. The PCC will continue to hold the Chief Constable to account via their regular weekly briefings and is represented at the Chief Constable chaired PEEL Oversight Board by his Chief Executive. He will also routinely receive bespoke briefing notes and updates from the Force.

Recommendation:

24. The Kent and Medway Police and Crime Panel is asked to note this report and agree to a further update at their June 2023 meeting.

PCC HMICFRS PEEL Report 21/22 Improvement Plan Meeting

31 October 2022



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PEEL 2021/22 - Overview

- Kent PEEL report published 28 April 2022
- Assessment of Kent Police across ten areas of policing with graded judgements on nine
- Victim Service Assessment not graded; narrative provided
- Positive findings reported across all core questions
- Nineteen areas for improvement (AFI) identified
- Additional gradings for SOC and Counter Corruption and Vetting will follow (anticipated December 2022)

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			

PEEL 2021/22 – Overview of Good Practice

- Outstanding at recording crime for a second consecutive assessment, compliance rate of 96.7%
- Multi-agency, problem solving taskforces and engagement with repeat vulnerable callers highlighted
- Positive work with young people to identify and prevent harm or criminality through dedicated schools' officers
- Force operating model built with vulnerability at its core with the flex to evolve and continuously improve
- Use of stalking prevention orders, work in protecting children and young people and engagement with schools in respect of domestic abuse all positively referenced
- Ethical policing amongst officers and staff is described as excellent
- Ethics Committee, Culture Boards and clear mission, vision, values and priorities, contribute to a positive culture
- Force's commitment and approach to both physical and mental wellbeing is highlighted along with the excellent support provided to staff
- Well established and effective governance, scrutiny and planning taking place, aligned to force priorities
- Infinity principles are embraced

PEEL Improvement Governance

- Progress against the areas for improvement managed via the PEEL Improvement Plan and overseen by Chief Officers and their respective business leads
- Chief officer led governance ensures oversight, scrutiny and sustainability of any proposed improvements across individual business areas
- Force Improvement Board chaired by the DCC ensures oversight and scrutiny at a force wide level
- PEEL Oversight Board chaired by the Chief Constable with independent assurance provided by the OPCC Chief Executive (in attendance)
- PCC PEEL Report and Improvement Plan Meeting providing further independent assurance
- Regular meetings with HMICFRS Force Liaison Lead to update and assess progress

PEEL Improvement Plan AFIs 1 - 3

The following AFIs are linked to capacity, capability and demand management therefore are grouped due to the overlap of activity:

1. The force needs to improve the capacity and capability of its response teams (Response)
2. The force is failing to properly resource the teams that investigate domestic abuse (Investigation)
3. The force needs to review how it allocates resources to ensure it can meet demand (Strategic Planning)

Action Taken and Ongoing Activity (Anticipated Completion February 2023)

- Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs)
- Three day supervisory investigative improvement course developed, delivered and now mandated
- Detective capacity increased across Vulnerability Investigation Teams (VIT) with further growth planned
- Domestic Abuse (DA) Hub introduced responding to high, appointment and priority DA calls for service – early evaluation evidences a reduction in work allocated to LP and VIT and excellent victim satisfaction

PEEL Improvement Plan AFIs 1 - 3

- The Local Policing review focused on establishment of victim based teams, shift pattern and achievable numbers
- The FCIR Transformation Programme includes pillar to review and resolve appropriate crime at the first point of contact reducing demand for frontline officers
- Continued and ongoing reviews of high risk DA, detective capacity and skills profile for detective based teams
- Evaluation of the DA Hub and continued roll out of the pilot to the wider force
- Crime Academy providing support to those on the detective pathway to ensure continued progression to accreditation
- Review of Neighbourhood Policing continues to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirements

PEEL Improvement Plan AFI 4

Victim Service Assessment

4. The force needs to improve how it collects information about the diversity of crime victims and use this to ensure it serves different communities equally

Of note, all forces inspected for PEEL have received this area for improvement and therefore this is being addressed nationally by the National Police Chief's Council (NPCC)

Action Taken and Ongoing Activity (Anticipated Completion May 2023)

- A working group has been established to ensure early considerations are identified to operationalise the collation of protected characteristics
- The force continues to work with the NPCC in the production of a nationally agreed position on recording protected characteristics across police systems

PEEL Improvement Plan AFI 5

Engagement / Treating the Public with Fairness and Respect

5. The force should improve the way it assesses public satisfaction with the service it provides

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- Research undertaken with other forces and a product has been identified which could improve the way the force assesses public satisfaction beyond the current focus of vulnerability
- Costings for a new system being explored in order to present a proposal to Chief Officers
- Victim survey to be carried out by the Innovation Task Force as part of work taking place to review the service provision to victims

PEEL Improvement Plan AFI 6

Preventing Crime and Anti-Social Behaviour

6. The force needs to ensure that neighbourhood policing officers have access to structured training

Action Taken and Ongoing Activity (Anticipated Completion April 2023)

- Examples of good practice identified to inform the development of a structured programme of training to enhance the current provision
- Learning and Development leading on the introduction of a bespoke training package
- Review of Neighbourhood Policing continues to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirement; training is part of this review

PEEL Improvement Plan AFI 7

Responding to the Public

7. The force needs to make sure that repeat callers and those that are vulnerable are routinely identified

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- 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
- Further research being undertaken with other forces in respect of recording repeat callers and those that are vulnerable to further enhance the process
- FCIR Transformation Programme includes a review of current and future technology which may provide further opportunities to automate identification of repeat callers

PEEL Improvement Plan AFI 8

Responding to the Public

8. The force needs to make sure call takers give advice on the preservation of evidence and crime prevention

Action Taken and Ongoing Activity (Anticipated Completion December 2023)

- New service implemented which ensures victims are provided with a text message link to crime prevention advice
- 'My Community Voice' now utilised to provide crime prevention advice to the wider community
- FCIR Learning and Development will ensure ongoing monitoring and include in 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.

PEEL Improvement Plan AFI 9

Responding to the Public

9. The force needs to better manage its response to incidents

Action Taken and Ongoing Activity (Anticipated Completion December 2023)

- Review of incident grading undertaken; found to follow national guidance and believed to be fit for purpose
- The force does not have attendance targets; well established performance management processes continue to maintain oversight and management of response to incidents
- DA Hub introduced which directs appropriate victims to a police officer who is able to respond immediately or receive a virtual policing response
- Daily governance in place to ensure constant monitoring of response to incidents
- FCIR Transformation Programme includes uplifting resources, enhancing working practices and better use of technology

PEEL Improvement Plan AFIs 10 - 12

Investigating Crime

The following AFIs are linked to investigative quality therefore are grouped due to the overlap of activity:

10. The force needs to make sure that crimes are allocated and investigated in a timely manner
11. Investigation plans should be created where applicable and properly supervised
12. The force needs to take every opportunity to pursue offenders when victims disengage

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- Crime Management and Investigative Quality Board chaired by the Assistant Chief Constable for 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

PEEL Improvement Plan AFIs 10 - 12

Investigating Crime

Action Taken and Ongoing Activity (continued)

- Chief Constable and Deputy Chief Constable holding a series of operational engagement events with every Chief Inspector, Inspector and Sergeant
- Research being undertaken with other forces to review best practice in respect of allocation of crime
- Policy in place providing clear expectations in respect of evidence led prosecutions when a victim disengages

PEEL Improvement Plan AFI 13

Investigating Crime

13. The force needs to make sure the needs of all victims are assessed so they can be supported

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- Review undertaken to assess current compliance in respect of Victim Care Cards and Victim Needs Assessment; officers found to have high awareness of responsibilities
- Continued review of compliance through well established performance management processes
- Consultation undertaken with officers in respect of further improvements to increase efficiency and effectiveness such as QR codes, form revisions and identifying best practice

PEEL Improvement Plan AFI 14

Investigating Crime

14. The force needs to improve how it records why victims withdraw their support for investigations

Action Taken & Ongoing Activity (Anticipated Completion December 2022)

- Crime Management and Investigative Quality Board chaired by the Assistant Chief Constable for 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
- Data Audit Team will review and test compliance to measure progress in due course

PEEL Improvement Plan AFI 15

Protecting Vulnerable People

15. The force should make sure that orders protecting victims of domestic abuse are considered in all appropriate cases

Action Taken and Ongoing Activity (Anticipated Completion November 2022)

- Proactive DA Teams target offenders who pose the greatest risk utilising protective orders
- Increases in Domestic Violence Prevention Notices (DVPNs) sought and Domestic Violence Protection Orders (DVPOs) granted by the court continue to increase as a result of continued focus and reinforcement with staff
- Performance continues to be monitored to ensure this area for improvement is consistently achieved

PEEL Improvement Plan AFI 16

Protecting Vulnerable People

16. The force should maintain and improve the wellbeing of staff involved in protecting vulnerable people

Action Taken & Ongoing Activity (Anticipated Completion December 2022)

- Strategy and action plan agreed which provides a holistic approach to wellbeing considerations including line management engagements and more formal learning and awareness opportunities
- Peer support programme will be progressed 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
- Health and Wellbeing Services continue to engage and work with PVP teams, and a number of positive engagements with staff have taken place

PEEL Improvement Plan AFI 17

Managing Offenders and Suspects

17. The force needs to review its policy for people released on bail and while under investigation

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- Comprehensive bail management policy and clear governance in place
- In line with changes to the Bail legal framework processes are being reviewed to ensure improvements continue to be made (management and delivery plan in place)
- Superintendents conduct six month reviews in line with NPCC guidelines
- Kent has led on a work with other Athena forces to redefine the suspect status recorded in order to ensure a consistent approach is applied when identifying high risk offenders and that they are relentlessly pursued

PEEL Improvement Plan AFI 18

Managing Offenders and Suspects

18. The force needs to review whether its operating model is hampering its ability to effectively manage registered sex offenders

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- Management of Registered Sex Offenders (RSOs) adheres to authorised professional practice (APP)
- Review of offender management structures, resources and capability underway to ensure the provision is as effective as it can be
- Performance framework demonstrating consistent improvements in performance
- Review of the MAPP Strategic Management Board has been undertaken and new arrangements are being introduced to strengthen the MAPP processes across Kent

PEEL Improvement Plan AFI 19

Managing Offenders and Suspects

19. The force should review its digital capability and capacity to effectively target online child abuse

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- All staff within online child abuse teams are trained and aware of the opportunities for early examination of devices
- The Digital Forensic Unit 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
- 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
- Review of offender management detailed under AFI 18 included digital capability and capacity

FCIR Performance – 999 Calls

		999 calls						
		Total Received	Answered	% Answered	Answered < 10 Secs	% < 10 Secs	Not answered	% calls not answered
Q1	Apr-22	29188	28967	99.2%	19802	67.8%	221	0.8%
	May-22	32193	31967	99.3%	21541	66.9%	226	0.7%
	Jun-22	33054	32567	98.5%	20275	61.3%	487	1.5%
Total's Q1		94435	93501		61618		934	
Q2	Jul-22	38069	37261	97.9%	22122	58.1%	808	2.1%
	Aug-22	35634	35221	98.8%	24244	68.0%	413	1.2%
	Sep-22	31316	30947	98.8%	20089	64.1%	369	1.2%
Total's Q2		105019	103429		66455		1590	
Q2 additional demand to Q1		10584						
% Q2 additional demand to Q1		11.2%						

- The number of 999 calls have increased from the last quarter by 10,584 (or 11.2%)
- The majority of the demand increase occurred in July and August 2022
- The force continued to answer 999 calls despite increases in demand (97.9% - 99.3%)

FCIR Performance – 101 Calls

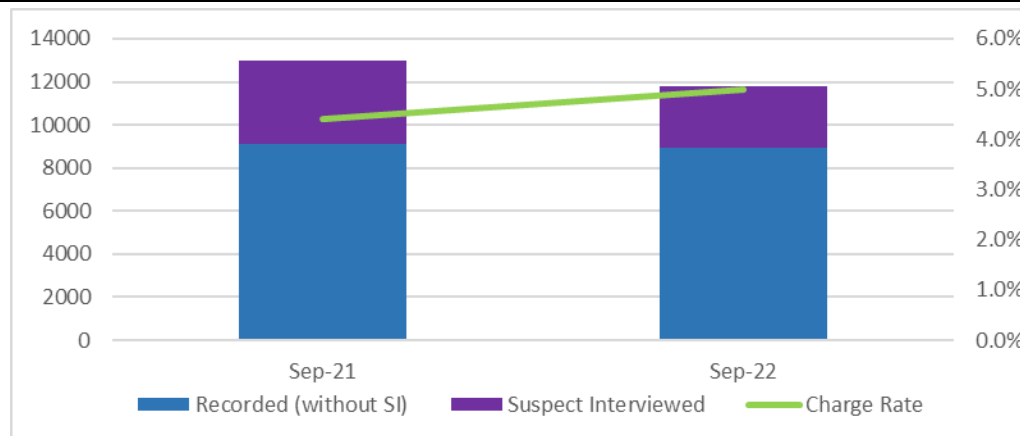
		101 calls						
		Total Received	Answered	% Answered	Answered < 10 Secs	% < 10 Secs	Not answered	% calls not answered
Q1	Apr-22	27123	19464	71.8%	7273	26.8%	7659	28.2%
	May-22	29759	23379	78.6%	10076	33.9%	6380	21.4%
	Jun-22	30979	18604	60.1%	5363	17.3%	12375	39.9%
Total's Q1		87861	61447		22712		26414	
Q2	Jul-22	29816	13385	44.9%	2669	9.0%	16431	55.1%
	Aug-22	28524	19406	68.0%	8004	28.1%	9118	32.0%
	Sep-22	27418	15743	57.4%	4768	17.4%	11675	42.6%
Total's Q2		85758	48534		15441		37224	
Q2 additional demand to Q1		-2103						
% Q2 demand to Q1		-2.4%						

- The number of 101 calls have marginally decreased from the last quarter by 2103 fewer calls; calls to 101 have slightly decreased whereas calls to 999 have increased
- The force has seen a reduction in the number of 101 calls answered as a result of increased 999 demand
- Live chat numbers are steadily increasing (13,431 in quarter 1 and 20,352 in quarter 2) evidencing channel shift (51.5% increase)

VAWG Performance: Rolling Quarter to September 2022

Overall

	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
Force	11799	12981	-1182	-9.1%	24.3%	29.7%	-5.4	5.0%	4.4%	0.6



Domestic Abuse / Non Domestic Abuse

	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
DA	6461	7047	-586	-8.3%	33.5%	40.0%	-6.5	6.6%	5.5%	1.1
Non-DA	5338	5934	-596	-10.0%	13.2%	17.5%	-4.3	3.0%	3.1%	-0.1

Sexual Offences






	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
Rape	479	483	-4	-0.8%	39.5%	51.8%	-12.3	4.8%	2.7%	2.1
Other Sexual	714	726	-12	-1.7%	23.0%	32.8%	-9.8	5.0%	6.1%	-1.1



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Tackling Violence Against Women and Girls – A year on

 Holding Offenders to Account	 Supporting Victims	 Keeping You Safe	 Culture	 Strengthening the System
<p>Delivery of the VAWG Intervention Tool – to identify, assess and manage high harm offenders</p> <p>Training and Development of the Offender-centric approach</p> <p>Vulnerability Knowledge and Practice Programme CSE peer review</p> <p>CSE project with UKC</p> <p>PVP Governance review</p>	<p>Online Community Forum to capture and respond to Victims needs</p> <p>Rapid Video Response to DA</p> <p>Trauma Informed Practice Training</p> <p>Rape Improvement Project - Op Soteria Bluestone</p> <p>Funding to secure equipment to download victims phones</p>	<p>Best Bar None Initiative being rolled out countywide</p> <p>VAWG Walk and Talk events</p> <p>Funding secured to target people and places</p> <p>My Community Voice VAWG platform</p>	<p>Multi-cultural VAWG Forum introduced</p> <p>Review of all misconduct cases and new policy/ processes for Police Perpetrated DA</p> <p>Sexism Video created and new reporting pathways through support groups</p> <p>Upstander Programme being introduced</p> <p>VAWG focussed events</p>	<p>VAWG is a priority across the partnership and is governed through the Domestic Abuse and Sexual Violence Exec Group and Kent Chief Exec Boards</p> <p>Several projects to be implemented</p> <ul style="list-style-type: none"> • CRU • Offender Management • Digital Capability <p>Problem Profiles completed</p>