



Foreword

This is my report to the Secretary of State under section 54 of the Police Act 1996. It contains my assessment of the effectiveness and efficiency of policing in England and Wales, based on the inspections we carried out between March 2017 and March 2018.

This year's report follows a similar structure to that of previous years.

Part 1 contains my assessment of the state of policing in England and Wales. In making my assessment, I have drawn on the inspections we carried out over the last year, as well as the findings and reports of other organisations, and other information and analysis available to me.

Part 2 provides an overview of the findings of the inspections we carried out between 24 March 2017 and 31 March 2018, including a summary of our PEEL inspections.

Part 3 sets out the full list of our inspections and other work in the year in question.

The results of our individual inspections enable an assessment of the performance of individual forces, or a more general assessment of performance in specific areas of policing. This report, and Part 1 in particular, gives my assessment of the state of policing in England and Wales. I hope that people, including the public, who hold policing to account will draw on the overall conclusions in this report just as much as they draw on the specific conclusions we have reached for each force.

Some of the themes in this year's report, such as a lack of long-term planning and the fragmented use of technology, echo those I have highlighted in previous years. I also take this opportunity to comment on the crisis in child and adolescent mental health services, which is storing up problems that the police will have to deal with in the future.

Frontline officers and staff

One theme that has been present throughout all my State of Policing reports is the hard work, dedication to duty and conspicuous bravery of frontline officers and staff. Officers such as Constable Keith Palmer GM make the ultimate sacrifice to protect others; and their families live with their loss for ever.

PEEL

Our work inspecting police forces continues. This reporting period has seen the third complete round of PEEL (police effectiveness, efficiency and legitimacy) inspections.

These inspections consider the effectiveness and efficiency of police forces, and assess their legitimacy (how they behave and treat people). We are changing how we carry out PEEL inspections and 2017 marks the last round of PEEL in its current form. We have always planned to reduce the intensity of inspections of well-performing forces and we will now move to a model of integrated PEEL assessments.

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Integrated PEEL

From 2018, we will carry out integrated PEEL inspections once a year in each force. We will use the information we hold about each force to focus our inspection on the areas we think present the greatest risks to the public. We are currently finalising the design of the assessments.

PEEL will still be the basis for our comprehensive analysis of the performance of each police force in England and Wales. The judgments and reports will continue to provide regular, easy-to-understand assessments of the effectiveness and efficiency of police forces. Comparisons with PEEL assessments from previous years will still be possible.

There is more detail about our integrated approach, as well as an explanation of some minor changes we have made to the way we carried out the latest round of PEEL inspections, later in this report.

Force management statements

Force management statements (FMSs) form part of the integrated PEEL assessment and we have recently given police forces templates and guidance for producing them. We will use the information in the statements when deciding the scope and scale of fieldwork we need in each force as part of our PEEL inspections.

Because they are forward-looking statements, FMSs will also help us, and police and crime commissioners, assess how well forces are planning and preparing for future demand. We will continue to develop FMSs over the next three years. I am grateful for the constructive comments we have already received as part of our consultation process. I am particularly grateful for the comments from chief officers and I welcome any further comments they, and anyone else, may have.

Public inquiries and joint working

Alongside our inspections, we have contributed to two public inquiries: the Anthony Grainger Inquiry and the Undercover Policing Inquiry. We will continue to contribute to these inquiries and support them in any way we can.

I thank the many other organisations and inspectorates we have worked with over the past year. As ever, they have made an invaluable contribution to our work and I look forward to working with them again in the future.

Preparing to handle police super-complaints

We have been preparing for our role in the new system for handling police super-complaints. This system will give bodies designated by the Home Secretary a way to raise concerns about features of policing that they believe significantly harm the interests of the public.

There are already super-complaints systems in the financial and commercial sectors to protect the interests of consumers. But, until now, there has not been a comparable system in policing. The new regime is likely to start this year.

Force management statements will help us, and police and crime commissioners, assess how well forces are planning and preparing for future demand.

In July 2017, our remit was extended to include inspections of fire and rescue services in England.

HMI Michael Cunningham

In December 2017, HMI Michael Cunningham QPM left the inspectorate after more than three years' highly distinguished service as the Inspector of Constabulary with primary responsibility for the forces in the Northern region. He also led much of our national work, in particular the efficiency part of the PEEL programme, and made very significant contributions to our workforce development.

Mike Cunningham is now the chief executive of the College of Policing, a role he already fills with great distinction. His loss at the inspectorate is deeply felt; the advantages to the College and the police service, and therefore the public, are and will continue to be equally great.

His work at the inspectorate was of the highest order and considerable public benefit, and he has my warmest thanks for all he did. I look forward to years yet of close and valuable collaboration and public service in his new role.

Becoming HMICFRS

In July 2017, our remit was extended to include inspections of fire and rescue services in England, and HMIC was renamed Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). This marks the beginning of another important chapter in our organisation's 162-year history.

We are drawing on our experience of inspecting and reporting on police forces to develop a framework to assess the effectiveness and efficiency of the 45 fire and rescue services in England. Our fire and rescue inspection programme and framework was approved by the Home Secretary in April 2018. I will cover the results of the programme in a separate 'State of Fire and Rescue' report in due course.

This has been a year of significant change for our organisation and we have achieved much. As ever, it is our HMIs and staff who deserve the real credit. It is my great privilege to work with such a loyal, dedicated, expert and diligent group of people, and they have my thanks and admiration for all they do, for policing and for the public.

Sir Thomas P Winsor
Her Majesty's Chief
Inspector of Constabulary

Our website

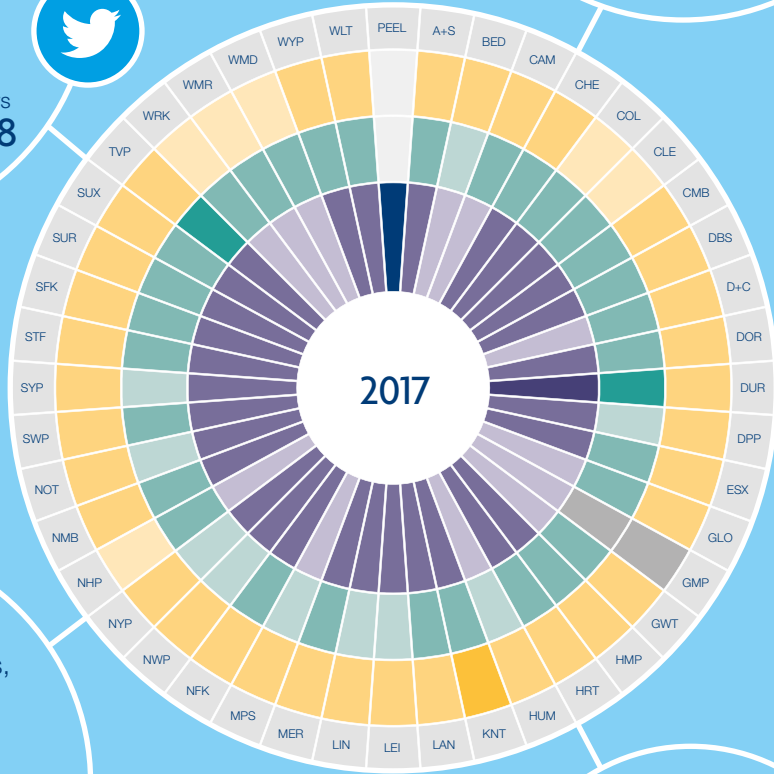
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256,472
users on the
website – an increase
of over
60,000
on last year



HMIC
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Tweets **1,628** Following **540** Followers **10,768**



Top 5 reports (non-PEEL):

Crime Data Integrity for
Leicestershire, North Wales,
West Midlands

Crime Data Integrity for
Hertfordshire, Lancashire,
South Wales

Crime Data Integrity for Durham,
North Yorkshire, Thames Valley

Stalking and Harassment
Modern Slavery

We present information
about police forces'
performance (known as
the PEEL assessments)
in an interactive and
accessible way

Page views



Efficiency
9 November 2017 – 17,067 views

Legitimacy
12 December 2017 – 10,073 views

Effectiveness
22 March 2018 – 22,315 views