



Meeting	Police and Crime Panel
Date	29 September 2022
Report Title	Performance and Oversight of the Police and Crime Plan 2022-25 and PEEL findings.

1. Purpose of Report

- Update to our paper 10th March 2022 to confirm how the OPCC is undertaking performance and oversight of the Police and Crime Plan 2022-25 (P&C Plan), and the PEEL findings published July 2022.
- To provide an update regarding the developments within the OPCC to strengthen Strategy, Performance and Oversight function.

2. Recommendations:

- Note the report and the proposed next steps.

3. Background and Main Considerations for the Board

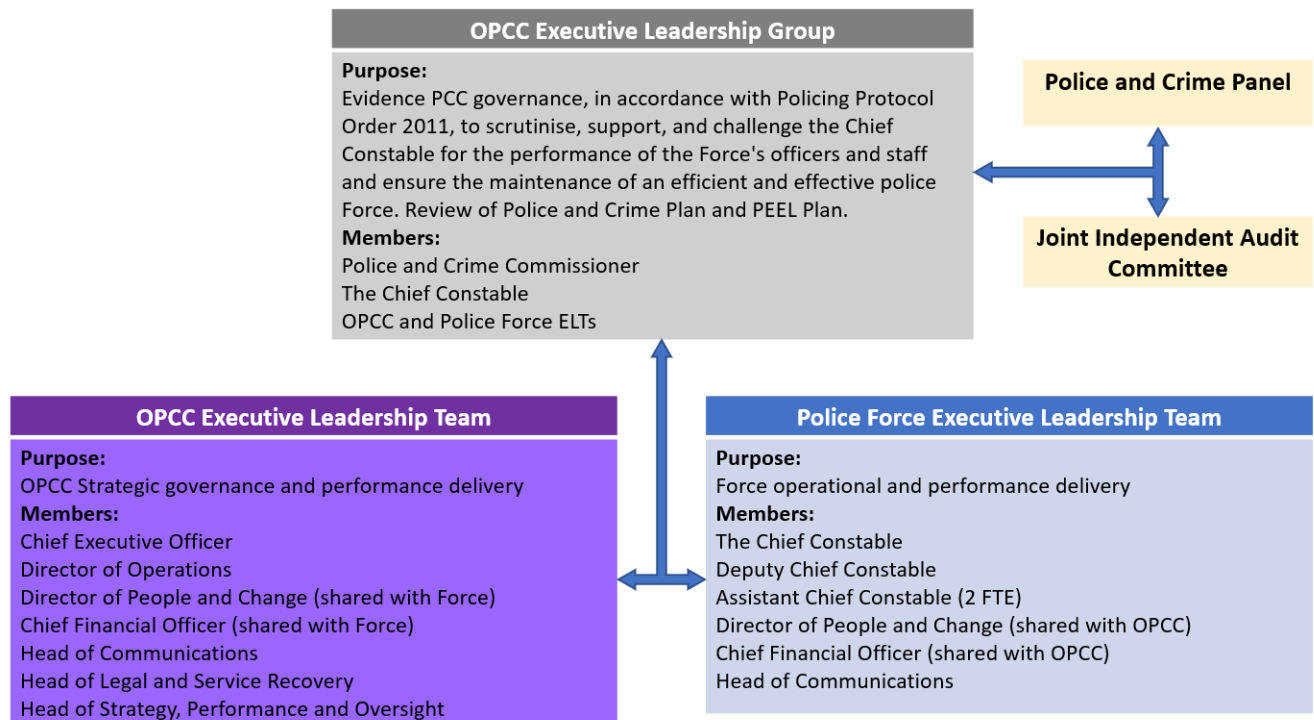
- In accordance with the Policing Protocol Order 2011, s.17, The PCC has the legal power and duty to:
 - Scrutinise, support, and challenge the overall performance of the Force including against the priorities agreed within the P&C Plan.
 - Hold the Chief Constable to account for the performance of the Force's officers and staff.
 - Maintain an efficient and effective police Force.
- Following his election, the PCC has been working to secure an effective and efficient police force. This has taken numerous forms including written assessments from the PCC on challenges and observations of the force, related examples of concern both operational and strategic, and weekly discussions with the Chief Constable. The PCC has also identified areas of improvement within the OPCC and its role, holding these discussions with the Chief Executive.
- The P&C Plan sets the direction, priorities, and resources for policing, commissioning, community safety and criminal justice coordination across Wiltshire and Swindon. This strategic document enables the Police and Crime Panel (PCP) to scrutinise and support the Police and Crime Commissioner (PCC) in the execution of their role and responsibilities.
- The OPCC has undertaken recruitment to expand the team, evolved the previous governance model and is implementing a new Target Operating Model.

- The PEEL inspection report identified three Causes of Concern, with 14 resulting recommendations and 18 Areas for Improvement. The Force has produced a Strategic Improvement Plan to address the findings. The OPCC has reviewed the plan, provided feedback, and is undertaking a range of performance scrutiny activities to track progress.

4. Delivery by the PCC and OPCC

- The role of the OPCC is to support the statutory functions of a PCC, with a key focus on supporting delivery against the local Police and Crime Plan. This includes supporting the PCC in his duties to engage with the public, hold the chief constable to account for delivering an effective and efficient police service, ensuring performance and oversight scrutiny and strategic delivery of the P&C Plan, as well as leading, coordinating and commissioning of non-policing services.
- The PCC and OPCC have:
 - Following performance assessments and the PEEL findings, the PCC has reviewed the governance within the OPCC and of the Force, to ensure this reflects the PCCs requirements and supports OPCC delivery.
 - Enhanced the P&C Plan performance testing process at Executive Leadership Group (ELG) meetings (*see table below*), implementing a Key Lines of Enquiry scrutiny document (*Example provided in Appendix 1*) and a Key Performance Indicator dashboard to focus on each part of the P&C Plan.
 - Increased ELG meetings to twice per month. During the first meeting of the month, there is targeted scrutiny of a P&C Plan priority. During the second meeting of the month, there is a focused review of Force performance against the PEEL improvement plan and overall Force performance. (*Schedule provided in Appendix 2*).
 - Increased the frequency and improved the nature of engagement with the public, stakeholders, and community leaders. This included extensive engagement in the development of the P&C Plan generating almost 3000 responses from residents, stakeholders, community groups and partner agencies, utilising the Use Your Voice survey, focus groups and Q&A events. Since taking up the post, the PCC has undertaken over 360 engagements including public meetings, community events and visits, meetings with elected officials and various governance boards related to his role, including attendance at 22 Area Board meetings to update local councillors and residents on key policing issues in their area and hear their feedback.
 - Strengthened the OPCC performance oversight capability by employing a new Director of Operations (1FTE) and Strategic Planning and Performance Officer (1FTE) and replacing the previous Strategic Support Officer with an experienced individual with an intelligence analytical background. All individuals are new to the OPCC and have excellent performance delivery and behavioural track records, bringing a diverse range of skills and industry standards to the OPCC. A new Performance Oversight Officer (1FTE) will be recruited in Q4 2022 with a specific focus on various assurance testing and performance scrutiny activities.
 - Reviewed the OPCC staffing structure, increasing capabilities across key departments to deliver improvements and improve the robust scrutiny of Force and OPCC performance.
 - Increased the performance oversight engagement between the OPCC and Force, with key staff of the OPCC attending a range of Force governance meetings, actively participating and ensure challenge and feedback is minuted.

- Commenced a programme of in person visits by OPCC key staff at Police locations across Wiltshire and Swindon, meeting Police Officers and Police Staff. These exchange sessions are used to gather insights and assurance test progress in the delivery of P&C Plan and progress with PEEL plan.
- Continued to undertake weekly operational briefings from the Chief Constable on key issues and where PCC to ensure public concerns are being addressed.



5. Next Steps and proposed approach with the panel

- The PCC will continue to provide a quarterly executive summary of his assessment of delivery of the P&C Plan and PEEL Plan. This will cover key actions being taken, any key exceptions, issues or risks, the overall direction of travel, key performance measures and community / elected representative concerns.
- The OPCC will deliver the governance articulated in this report, evolving it to continue to strengthen performance oversight and challenge.
- The OPCC will continue to update and refine reports for the PCP reflecting these changes.

ELG P&C Plan Key Line of Enquiry (KLOE) Briefing document 19 July

Topic: Reporting and Response

Wiltshire and Swindon



Meeting Purpose

This meeting will review progress and performance relating to Police and Crime Plan: Priority 1, Objective 1.2 “Quality of policing services provided to our communities”.

The Force is asked to provide a short presentation that articulates the Forces management approach to Reporting and Response (max 5 slides). The presentation is not to summarise all activity but strategic issues and strategic responses to deliver the outcomes expected.

The Force is **not** required to provide written answers for the KLOE, but the OPCC is reviewing performance to assess if Force actions are delivering the outcomes required. The PCC wants a performance conversation and anticipates that an effective response is demonstrated by the KLOE reflecting the assurance the Force already has in place.

Executive Summary

Significant cultural and performance leadership change is required as identified in the PCC and PEEL assessment.

The PEEL Executive Summary states “Until the Force improves it’s understanding of its capacity, capability and effectiveness in neighbourhoods and investigations it will not be able to effectively reduce crime.”

The OPCCs expectations are that:

- The quality and timely delivery of core policing services is improving. This covers the ability to deliver across Reporting, Response (individual / community) and Investigation, underpinned by VCOP compliance and public confidence.
- Accountability and personal responsibility are clear throughout the Force, with operational commanders (led by the CC) driving improvements and impact throughout their command and daily management.
- Activity is effective. If activity is not effective, the OPCC requires the Force to review their approach and understand why it is not effective (resources, culture, leadership). This is a sign of effective management and leadership.
- As this area of Police service covers all enabling services (from Intel to legal), priority and defined success standards should be given to enabling frontline productivity and better delivery.
- The Chief Constable builds a police Force for Wiltshire that is the best of its kind and delivers a high-quality, respected service to the residents of Wiltshire and Swindon.

During this ELG, we will be initially focusing on the effectiveness of Performance Leadership and Management in relation to Reporting and Response and how and if this results in a consistently improving Police Service.

This meeting will review the impact of existing actions and plans and requires evidence that there are ongoing and sustainable improvements in leadership, performance management, training, and development.

KLOE from PCC to be answered by Chief Constable during ELG meeting:

Performance Leadership

How is the performance management of Reporting and Response overseen by the Chief Constable?

Does the Chief Constable and ELT believe there is clear accountability and responsibility for functions that enable effective management and delivery of required performance Reporting and Response standards?

How does the CC ensure effective assessment of risks when crimes are reported, and an immediate response is provided?

Are line managers aware of specific individuals and teams where there is concern, performance failures or successes?

Is the Reporting and Response performance (time, quality, and outcome) improving in line with expectations and comparators, both overall and individual crime types?

Workforce, Training and Development

What training is provided to ensure that THRIVE is in place for every call? How is adherence to the CDI performance standards audited by Supervisors?

Are all officers trained / competent using evidential kits and referral to forensic emotion support services? Do all staff have role clarity, feel able to deliver it successfully and to the standards required?

Demand and Operational Staffing Performance

How does the CC ensure he has identified and deliver the clear operational requirements that are informed by the frontline's needs and strategic risks?

Are the workloads manageable to allow for effective reporting and response to achieve the standards required?

How does the Force demonstrate its planning of Reporting workloads via the different channels (telephone, online, etc)?

How does the Force effectively plan resources to deliver Reporting and Response performance in accordance with required standards?

What are the Forces plans to address workforce risks and what are the mitigating actions?

Performance Infrastructure – Reporting and Response

Are the Force attending calls to service when it should and in line with performance standards?

How is this aligned to effective and efficient intelligence approaches and supporting local tasking, management of offenders, community concern etc?

What is your definition of effective public response following a report? How does the Force identify repeat / vulnerable callers?

How is every policing contact /action demonstrating quality / timeliness / public service?

Is the Force following all Authorised Professional Practice (APP) when responding to missing children and all other vulnerable groups?

Victims and Offenders

Is VCOP compliance achieved at this stage of the reporting cycle for every victim? How does the force identify, oversight, and understand risk effectively at arrest, processing offender and bail?

Based on everything discussed today, how does this align with your Force Management Statement?

How can the OPCC support delivery of the Force aspects of this topic and specific KLOE?

Appendix 2 – H2 2022 Schedule of Executive Leadership Group meeting topics.

ELG meeting	Topic
13 June	2.1 Violence Reduction and Domestic Abuse / 2.2 VAWG
05 July	1.3 Giving the Police the right tools for the job - Performance Leadership
19 July	1.2 Quality of policing services provided to our communities - Reporting and Response
08 August	1.1 Increasing Public Confidence, trust, and police engagement with our communities
05 September	1.2 Quality of policing services provided to our communities - Investigating Crime
20 September	PEEL Plan / Overall Performance dashboard review
03 October	1.3 Giving the Police the right tools for the job - Resources, Workforce planning
17 October	PEEL Plan / Overall Performance dashboard review
31 October	2.1 Violence Reduction and Domestic Abuse / 2.2 VAWG
15 November	PEEL Plan / Overall Performance dashboard review
28 November	3.2 Road Safety, 3.3 Rural and Heritage Crime
12 December	PEEL Plan / Overall Performance dashboard review