

Meeting	Police and Crime Panel
Date	14 <sup>th</sup> September 2023
Report Title	OPCC's oversight of Wiltshire Police's PEEL progress
Report presented by	Naji Darwish, OPCC CEO

## 1. Purpose of Report

- 1.1 Following our report dated 9<sup>th</sup> March 2023, this report provides a further progress update to P & C Panel of the PCC's scrutiny, challenge, and support of Wiltshire Police's HMICFRS PEEL inspection action plan, alongside the OPCC assessment of the progress Wiltshire Police is making against the PEEL findings.

## 2. OPCC oversight and Governance

- 2.1 As Wiltshire Police are in "ENGAGE," there is external monitoring and support to the Force and PCC through the Police Performance and Oversight Group PPOG (Home Office, HMICFRS, College of Policing). The Force has developed the previous iterations of the service improvement road map as it addresses areas of improvement identified. The activities and timescales have been developed by the Force with feedback from the OPCC. The improvement work aligns and supports delivery of the Police and Crime Plan.
- 2.2 The PCC has set clear expectations with the Chief Constable that "ENGAGE" status is not the sole focus of force improvements, as it reflects only a part of the improvements needed. The PCC has set clear expectations of tangible and sustainable improvements measured by both positive assessments from the inspectorate, increased performance, efficiency and effectiveness and more confidence from the public and stakeholders and the workforce.
- 2.3 The OPCC in its statutory role is monitoring progress and working alongside these arrangements to scrutinise, challenge and support improvements. Tracking of PEEL progress has been incorporated into the assurance process at Executive Leadership Group (ELG) meetings. This utilises existing mechanisms such as the key lines of enquiry (KLOE) scrutiny approach and key performance indicator dashboard to measure Force performance against PEEL.
- 2.4 Informed by the Policing Protocol Order, the PCC's and OPCC's scrutiny approach of the force performance against PEEL includes:
- Two monthly ELGs of which one focuses on Force performance and PEEL progress. The other is a deep dive into Police and Crime Plan performance areas.
  - OPCC PEEL progress report produced by the OPCC, informed by Force self-assessment and OPCC governance and performance assessments.
  - ELG KLOE document directs OPCC oversight and supports focused force PEEL scrutiny and Police and Crime Plan improvements.
  - Continual monitoring of the force internal delivery mechanisms and the arrangements in place to deliver the improvements required by HMICFRS and OPCC.
  - Attendance by OPCC as standing members at all key Force governance meetings. It should be noted these have evolved following the arrival of the new Chief Constable.
  - Engagement between the force HMICFRS representative and OPCC, ensuring PEEL progress updates are reviewed and accurately captured.
  - Weekly operational briefings from the Chief Constable and on key issues, where the PCC challenges PEEL progress.

- Programme of triangulation using in person visits by PCC and OPCC senior staff at Police locations across Wiltshire and Swindon, meeting Police Officers and Police Staff to listen to issues, measure performance progress and recognise achievements.
- Community feedback on force performance and links to improvements required.
- OPCC oversight and governance tools (risk register, OPCC Delivery Plan, additional support) informs OPCC CEO planning and support and scrutiny with the Chief Constable and Chief Officer Group.
- Strengthening of respective Force and OPCC roles to ensure collaborative direction and effort, whilst retaining clear governance and oversight.

2.5 The PCC and Chief Constable provided the second update on progress to PPOG in April 2023. This provided feedback on the Forces progress in response to PEEL, covering the review and new direction provided by the Chief Constable. The third PPOG will take place 18<sup>th</sup> September 2023 and will provide detailed progress against the plan.

2.6 Outputs from the governance outlined above to track progress against PEEL and ongoing performance delivery objectives are incorporated into the PCC Highlight report.

### 3. Performance update

3.1 Following the appointment of the new Chief Constable (CC), immediate changes outlined in our March report have continued to enhance the Forces ability to progress out of “ENGAGE,” including:

- Assessing effectiveness of current PEEL improvement plan, accountability, and management to ensure effective and sustained delivery. This assessment resulted in the ongoing development of a new Target Operating Model.
- New CC has communicated clear operational priorities and focus for the force. This is reiterated through a weekly, internal video message to all Police Officers and Staff.
- CC chairing all internal performance, accountability, and delivery boards.
- Reviewing Chief Officer Group expectations, including the appointment of an interim Director of People, who is leading Force and OPCC workforce and people improvements, and a temporary Assistant Chief Officer who is leading all PEEL and Force change work.
- Formal written bi-weekly updates from the Chief Constable to the PCC on progress against PEEL improvements and Force performance (following ELGs). These are published and are publicly available.
- Daily work with Force and OPCC on progress, providing support, challenge, and scrutiny. This includes joint commissioning of external support, review, and benchmarking with high performing forces.

3.2 Wiltshire Police have adopted the HMICFRS principles of measuring progress associated with PEEL. Many supporting activities identified within PEEL have been completed. It is not prudent to approach HMICFRS for sign off the recommendations until such time as there has been a sustained level of improvement over time (at least six months), scrutinised and confirmed through the governance framework outlined in 2.3.

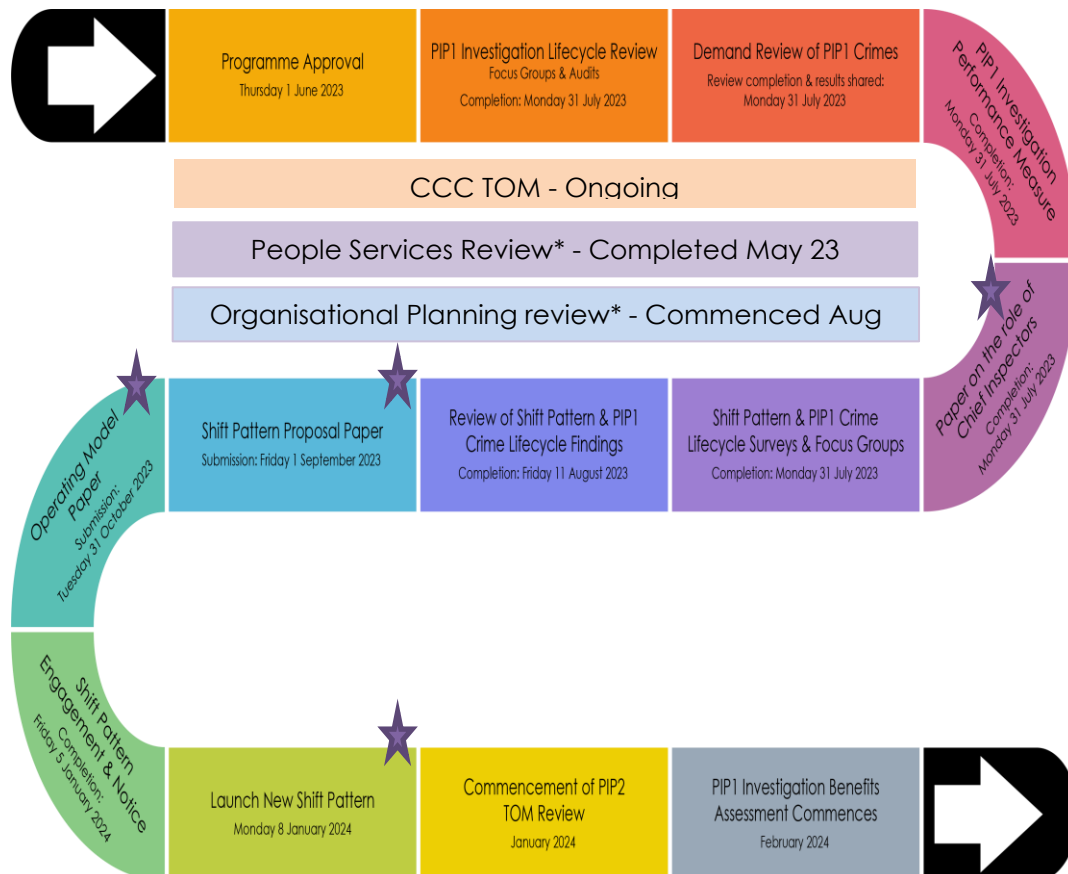
3.3 The force has adopted three phases of measuring progress.  
**Build:** A plan is in place to deliver the improvement activity.  
**Embed:** Improvement activity has been delivered.  
**Sustain:** Following the delivery of the improvement activity Wiltshire Police can demonstrate sustainable performance, together with appropriate governance in place to monitor the area effectively. Whilst rapid change is required, it is recognized that changes, including culture, require time to embed.

3.4 The following section outlines progress against the Force PEEL improvement plans. It is important to note that, although activity statuses are marked as largely “complete,” the PCC and his Office want to see these translate into tangible and sustained improvements and consistent performance results to address the causes for concern and areas for improvement.

## 4 PEEL Remedial Action and delivering the Police and Crime Plan - OP Evolve

- 4.1 Following the appointment of the new Chief Constable, all PEEL remediation activities have been reviewed, including the Back-to-Basics taskforce – developed following the inspection to rapidly improve core policing activities and processes. This has now matured into the Op Evolve Programme.
- 4.2 The Chief Constable also set clear operational priorities and improvement areas for the Force to deliver against the Police and Crime Plan. These Force priorities dovetail with the activity improvements identified under PEEL.
- 4.3 The Op Evolve Programme team is tasked with ensuring PEEL remediation is implemented (Appendix 1) as well as coordinating service reviews and supporting the wider culture and accountability improvements within the force. Op Evolve is focused on:
- Overseeing audit activities and the self-assessments of areas requiring improvement from HMICFRS inspection.
  - Innovation and removing the blockers and barriers to success through listening and acting on suggestions and improvements made by officers, staff, and volunteers.
  - Supporting the organisation through a comprehensive review of the Target Operating Model.
  - A series of self-inspections across the force to check and test improvements, initially focusing more heavily on Violence against Women and Girls related cases and the force’s service to victims.
  - Progress against causes of concern and areas for improvement is tracked as part of monthly Gold Group governance.

### 4.4 Programme of strategic reviews across Wiltshire Police during 2023/24



\*OPCC / Force jointly commissioned

## **5 Conclusion**

- 5.1 Significant progress has been made since March 2023 in resetting and implementing improvements and change across Wiltshire Police. These have been implemented as specific PEEL remediation work, with clear priorities and expectations set by the Chief Constable and changing culture.
- 5.2 This has stabilised force delivery and positive benefits can be seen across much of the Wiltshire Police's performance. The changes implemented by the Chief Constable and the Op Evolve Programme are providing clear role modelling for force improvements, expectations, and behaviours.
- 5.3 OPCC is focused on working with force to embed delivery across the organisation. As performance and improvements are consistent and evidenced, the OPCC will work with the Chief Constable to sustain improvements and performance to deliver the Police and Crime Plan as the force progresses out of 'ENGAGE' status.
- 5.4 'Engage' is only part of the improvement journey for Wiltshire Police and reflects the state of additional external scrutiny.
- 5.5 PCC continues to monitor and present a holistic assessment of Wiltshire Police's effectiveness and efficiency informed by a wider range of evidence and direction set by the Police and Crime Plan.

## **6 Recommendations**

- 6.1 Panel members are asked to note the report.

**Appendix 1: Summary of remediation activity progress against PEEL Causes of Concern - August 2023 update**

<b>Cause of concern 1: Q4 Effectively responding to the public</b>		
<b>PEEL Specific Activity</b>	<b>Activity status</b>	<b>Summary of progress</b>
Develop a new CCC repeat vulnerability procedure.	✓	Activity complete, procedures in place in the CCC.
New question set and training in CCC to support vulnerability assessments.	✓	Activity complete, procedures in place in the CCC.
CCC Quality Assurance monitoring of repeat victim identification.	✓	Activity complete, forming part of the audit process.
Frontline training on the key strands of vulnerability.	✓	Activity complete, training delivered with specific focus on vulnerability identification (DA matters).
Ensure that Crime Prevention and CSI training is provided to all CCC.	✓	Activity complete, training complete and CCC floorwalking in place.
Intro. templates to guide staff in provision of crime prevention.	✓	Activity complete, staff aide memoire developed and victim website in place.
CCC - Quality assurance monitoring of preserving evidence and prevention advice.	✓	Activity complete, procedures in place in the CCC.
<b>Progress summary</b>		
<p>Activity to be driven through Op Evolve.</p> <ul style="list-style-type: none"> <li>The force is to demonstrate sustained performance improvements in the CCC through THRIVE assessments and audits. Driven through new procedures and performance management.</li> <li>Identification of repeat callers who may be vulnerable to be supported through the installation of new IT software.</li> </ul>		
<b>Cause of concern 2: Question 6 - Protecting vulnerable people</b>		
<b>PEEL Specific Activity</b>	<b>Activity status</b>	<b>Summary of progress</b>
Introduce training and awareness products for DASH (Domestic Abuse Stalking and Harassment).	✓	Activity complete, training products and inputs provided.
Ensure our Domestic Abuse Policy is revised and relaunched.	✓	Activity complete, Domestic Abuse Policy revised and relaunched.
Carry out a Monthly Audit of DA incidents to assess risk assessments.	✓	Activity complete, forming part of the audit process.
Roll out template for supervisors to check DASH completed.	✓	Activity complete, clear direction to frontline and supervisors on DASH risk assessments.
Evidence Led Prosecutions (ELP) training to all investigative staff delivered.	✓	Activity complete, ELP/training products and inputs provided.

Ensure Investigative Standards Audits are auditing use of ELP.	✓	Activity complete, forming part of the audit process.
Mandatory closure template for supervisors to include a check that an Evidence Led Prosecution has been used with supporting rationale.	✓	Activity complete, mandatory closure template in place.
Volume Crime Team (VCT) Model to maximise ELP opportunities.	✓	Activity complete, forming part of the audit process
DVPN (Domestic Violence Protection Notice) and DVPO training to be rolled out to new VCT.	✓	Activity complete, DVPN training products and inputs delivered.
Deliver DA matters training.	✓	Activity complete, training delivered.
Police recording system to ensure capture rationale for considering DVPN/DVPOs.	✓	Activity complete, recording system in place.
We will implement use of a Lawyer to pursue DVPO's.	✓	Complete - Activity carried forward. OPCC recruited a para legal, officers to progress DVPOs with support from Legal team.
Introduce processes for the recording and compliance in DVPO's and civil orders.	✓	Activity complete, ancillary manager supporting management and processes around orders.
Raise HMICFRS recommendations in MARAC (Multi Agency Risk Assessment Conferences) boards (Safeguard Partnerships).	✓	Activity complete, raised with board and review conducted
Appoint police MARAC chair focusing on reducing risk.	✓	Activity complete, MARAC chair in post.
Qlik Vulnerability App to ensure 3 cases in 12mths shared into MARAC.	✓	Activity complete, Qlik Vulnerability app is built and in place.
Force and OPCC to use the 'victims voice,' to drive improvements.	✓	Activity complete, survey in place.
Development and delivery of VCOP (Victim s Code of Practice) improvement plan.	✓	Improvement Plan developed and being tracked through Force Governance boards, chaired by ACC, and attended by OPCC.
Vulnerability Qlik. App to analyse trends and influence plans to support VAWG.	✓	Complete - Activity carried forward. Vulnerability app in operation and informing decisions. Inclusion of partnership data to be considered.
Enable the Force to interrogate Intel. targeting of vulnerability.	✓	Complete - Activity carried forward. Intelligence unit aligned to vulnerability.

### Progress summary

Activity to be driven through Op Evolve.

- June '23 x 2 independent auditors will conduct a review of DA incidents to check risk assessments are completed in all cases, where there is a verbal argument.
- ELP considerations require sustained performance improvement, managed through ongoing audits and maximising VCT performance.
- DVPO/Ns require sustained performance improvement. Ongoing audits to monitor.
- Police recording system to ensure capture rationale for considering DVPN/DVPOs is to be monitored and performance assessed.
- To ensuring MARAC 'actions are focussed on risk' and Qlik app complementary.
- VAWG to assess Vulnerability app performance and improve.
- Review of the Intelligence unit and vulnerability team to take place in September.

**Cause of concern 3: Question 12 - Effectively planning and innovating to efficiently meet demand**

PEEL Specific Activity	Activity status	Summary of progress
Deliver a communication strategy.	✓	Activity complete, strategy complete and rolled out.
Implement the CC's SIRM 2022/23.	✓	Activity updated following PPOG 1 and 2. Op Evolve PEEL plan established June 2023.
Refine Force Strategic meeting structure.	✓	Activity complete, refined structure in place.
Implement a refreshed Performance Strategy.	✓	Activity complete, performance strategy and scorecard pack in place.
Force leads to develop personal objectives aligned to SIRM.	✓	Activity complete, POAP in place.
<b>Progress Summary</b>		
New CC commissioned review of existing HMIFRS recovery programme. Assorted opportunities to improve were identified and this led to the creation of Op Evolve and the appointment of ACO Dibdin and the creation of the three work streams to address primary issues (1) Review of TOR (2) Audit and Inspection to assess progress (3) Innovation barriers and blockers.		

**Appendix 2: Summary of remediation activity progress against PEEL - Areas for Improvement - August 2023 update**

PEEL Specific Activity	Activity status	Summary of progress
<b>Area for improvement: Effectively planning and innovating to efficiently meet demand</b>		
Implement a revised Business Planning/FMS process.	✓	Activity complete, Organisational Risk Assessment (ORA) processes and performance data in place
Force / PCC to develop an efficiency plan to ensure demand-based strategy.	✓	External provider activity complete. Target Operating Model (TOM) launched as part of Op Evolve work
<b>Area for improvement: Effectively community engagement and problem solving</b>		
Intro a new 7 pillars Neighbourhood policing strategy and delivery plan.	✓	Activity complete, strategy in place.
Embed CPT Neighbourhood abstraction policy and performance metrics.	✓	Activity complete, strategy in place.
We will deliver a cohesive police Public Engagement Strategy.	✓	Activity complete, strategy in place.
Develop approach to SARA (scanning, analysis, response & assessment) Problem Solving with POP plans both internally and with relevant partners.	✓	Activity complete, Monthly reviews of POP plans in place identifying best practice. Requires evidence of partnership engagement.
<b>Area for improvement: Proactively bringing offenders to justice</b>		
Double crewed RSO visits, post-visit intelligence and risk reviews undertaken.	✓	Activity linked to NCPI inspection. PPD improvement plan developed to ensure end to end processes are in place.
CIET to ensure indecent image grading training is in place.	✓	Activity complete, training in place and up to date.
CIET resourced to manage demand and keep public safe.	✓	Activity complete, monitoring processes in place.

<b>Area for improvement: Protecting the vulnerable</b>		
Develop a vulnerability problem profile, to maximise use of data.	✓	Activity complete and GAP analysis underway. Further areas of vulnerability to be analysed by Intel team.
<b>Area for improvement: Training and equipping our people to do their jobs effectively</b>		
All senior leaders are accessible, visible, and engaging to build trust, listen and respond to feedback.	✓	Activity complete, Chief officer group visit bases across force and evidence in a tracker.
Launch a new Employee Engagement Strategy.	✓	Activity complete, strategy in place.
We will further develop a Staff Wellbeing Dashboard to identify hotspot areas and trends	□	Under review with new H R Director and part of wider improvement programme.
<b>Area for improvement: Victim-focused investigations</b>		
Enhance our current programme of service audits.	✓	Activity complete, significantly progressed since Op Evolve launched.
We will establish an Investigative Standards and CJ Oversight Meeting.	✓	Activity complete, in place.
Service audits, which focus on investigations completed in-line with policy and expected standards.	✓	Activity complete, audit process in place and informing progress.

**Appendix 3: Summary of remediation activity progress against PEEL Force Priorities - August 2023 update**

PEEL Specific Activity	Activity status	Summary of progress
<b>Effectively planning and innovating to efficiently meet demand</b>		
Improve the use of scrutiny panels for Stop and Search and Use of Force.	✓	Activity complete and panels progress being reviewed via Force Governance.
Force/OPCC quarterly complaints review meeting and trend monitoring.	✓	Activity complete, review meetings and performance management processes in place.
<b>Effectively community engagement and problem solving</b>		
S/ELT review to ensure resourced to deliver Force service improvements.	✓	Activity complete, commands instated as a priority.
<b>Proactively bringing offenders to justice</b>		
Monthly monitoring of Bail use, RUI, and voluntary attendance by S/ELT.	✓	Activity complete, and performance managed through audits.
<b>Protecting the vulnerable</b>		
Develop a Child Protection Inspection SMART improvement plan linked to Force CPI.	✓	Plan developed and reporting into ACC Chaired monthly vulnerability.
Deliver a three strand VAWG strategy.	✓	Activity complete, delivery of VAWG plan in place



<b>Training and equipping our people to do their jobs effectively</b>		
Roll out the leadership academy and programme of ongoing training for future and existing leader.	✓	Activity underway and audited by OPCC members. Led by externally recruited senior trainer.
<b>Victim-focused investigations</b>		
Implement a Force wide Volume Crime Team.	✓	Activity complete, VCT implemented 2022 and reviewed 2023.
Develop a new Detective Resilience Plan.	✓	Activity complete and subject to testing via Force governance.
Revise our crime allocation policy and model.	✓	Activity complete, policy revised with performance data in place.
Scope, develop, and implement a new service offer to victims of crime.	✓	Activity complete, joint work between Force and OPCC to review commissioned services.