

Meeting	Police and Crime Panel
Date	14 <sup>th</sup> December 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 This report updates the Police and Crime Panel on the PCC's scrutiny, challenge, and support to Wiltshire Police's HMICFRS PEEL inspection action plan, alongside the OPCC assessment of the progress which Wiltshire Police is making against the PEEL findings. This report supplements the information provided in the document issued to the panel on 14th September 2023.

## 2. OPCC oversight and Governance

- 2.1 As Wiltshire Police are in ENGAGE, there is continued 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 an improvement road map as it addresses those areas identified by HMICFRS. The activities and timescales were developed by the Force with feedback from the OPCC. The improvement work aligns and supports delivery of the Police and Crime Plan.
- 2.2 As outlined in the report on 14th September 2023, the PCC has set clear expectations with the Chief Constable that ENGAGE status is not the sole focus of Force improvements. Instead it should be a stage in the Force's wider institutional development. The PCC expected 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 Whole Force.
- 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 and reviewed at Executive Leadership Group (ELG) meetings. This uses existing activities such as the key lines of enquiry (KLOE) scrutiny approach and key performance indicator dashboard to measure Force performance against PEEL.
- 2.4 The PCC and Chief Constable continue to provide feedback to PPOG on the Force's progress in response to PEEL, covering the review and new direction provided by the Chief Constable. The next PPOG will take place in January 2024 and will provide detailed progress against the plan.

### 3. **PEEL remedial action and delivering the Police and Crime Plan - Op EVOLVE**

3.1 On appointment, the new Chief Constable set out clear operational priorities and improvement areas for the Force. This focused on delivering the current Police and Crime Plan but also establishing a clear pathway to exit ENGAGE status. All PEEL remediation was reviewed and the Back-to-Basics Task Force, established following the HMICFRS inspection, was expanded to become the Op EVOLVE programme.

3.2 A dedicated Assistant Chief Officer was appointed for 12 months to lead the Op EVOLVE programme. Understanding the assessment framework lies at the core of Op EVOLVE and the HMIFRS's core twelve questions were analysed in detail. Now all Op EVOLVE activity works towards achieving and then surpassing HMICFRS's inspection standard.

3.3 Three inter-connected and supporting workstreams have been implemented to achieve that standard:

- **Innovation and Improvement.** This workstream seeks to improve processes; remove bureaucracy; enhance efficiency; improve problem solving; and listen to and act upon recommendations from the Whole Force. Sharing own and learning from other Forces' good practice is essential.
- **Target Operating Model.** Ensuring that the right resources are in place at the right time with right skills relative to demand. Implementing the College of Policing's Professionalising Investigation Programme (PIP) is a key component. Establishing performance measures, improving command resilience and improving working practices is fundamental.
- **Audit and Assurance.** A rigorous and self-critical assessment framework has been established to measure improvement: maintain progress; share good practice and target areas for further improvement.

3.4 Scrutiny and measuring progress are essential to Op EVOLVE progression. A framework of internal auditing is now in place with commanders being held to account for progress. In addition, deep dives; meetings between the PCC and Chief Constable; visits by the OPCC and Op EVOLVE; and self-inspection were conducted. This further informs progress and confirms the inculcation of the Target Operating Model. Progress and improvement are now tracked as part of monthly Gold Group governance.

### 4. **Performance update**

4.1 A broad range of activity has been conducted across the Force since the last Police and Crime Panel. These are tracked by the Chief Constable and updated to the PCC on a monthly basis. This report will highlight the areas of progress and further development.

4.2 A Strategic Planning Summit took place in November 2023. This meeting included, but also looked beyond Op EVOLVE to inform the Force's business planning process. The national direction of Policing was reviewed and the combined with strategic assessments from key members of the Whole Force. Feedback from staff engagement from the Chief's Roadshow was also considered within the development of the plan. This summit's analysis also informed the medium term

financial strategy. A finalised Strategic Plan is expected to be published in April 2024.

4.3 Target Operating Model Stage 1 work has produced:

- A new shift pattern will launch on 8th January 2024. This pattern was devised following extensive engagement with all officers to better align resource levels to demand. It also seeks to improve the wellbeing of officers.
- Work is progressing to identify options to better manage the flow of demand for PIP Level 1 investigations.

4.4 Target Operating Model Stage 2 will commence in Spring 2024 and will focus on the structures and processes for the management of PIP Level 2 investigations demand.

4.5 The Op EVOLVE team has now visited every CPT area in the Force, and is currently finalising their audit and assessment in Swindon CPT. Op EVOLVE staff will then visit the Volume Crime Team before re-inspecting each CPT. Following each assessment, the CPT's leadership team are briefed on the key findings and the required improvements. This is followed by a visit from the ACCs to confirm that the improvements are taking place.

4.6 A leadership survey was conducted to confirm the Senior Leadership Group's (SLG) understanding of operational priorities, the Force's vision and direction and confirm the SLG's role in delivering improvements. A leadership and development programme for the SLG has now been implemented.

4.7 The external organisational planning review referenced in September was completed in November 2023 and presented to the Chief Constable and the Chief Executive. This work reviewed Wiltshire Police organisational planning capability, gaps and model, as identified as inadequate by the OPCC and HMICFS. The review and recommendations have been developed after extensive internal engagement, 'best in class' comparisons and engagement with high performing police forces and external experience from NHS and central government.

4.8 The report has made a number of strategic recommendations related to the Force's leadership structure as well as a programme to improve organisational planning capability, culture and behaviours.

4.9 The key initial strategic recommendation is the creation of a Chief of Corporate Services to lead all non-operational corporate services (such as organisational change, people services, ICT, communications). This role will work alongside the Deputy Chief Constable. This will enable dedicated expert focus on to the 'two halves' of the business, namely corporate professional services, and operational policing delivery.

4.10 The relationship between the two roles is critical to ensure that corporate services provide the most effective support and transformation to enable improvements in operational service delivery. This model, or variations of it, are in place in many police forces with improved corporate and operational service leadership, planning and delivery being the strategic benefits.

4.11 The permanent position of Chief Corporate Services will be advertised externally in early 2024, with the aim to recruit a senior leader with extensive experience of

leading successful corporate services. It is likely this role will take several months to recruit and progress through vetting. Due to the immediate benefits of the dedicated leadership focus, for both operational and corporate functions, and the need to implement the review's departmental recommendations of the review, the role has been advertised internally for a secondment ahead of permanent recruitment.

## **5. Conclusion**

- 5.1 The Op EVOLVE programme is now delivering a clear and measurable progression following the March 2023 PEEL report. However there remains a significant amount of work to do. Wiltshire Police have worked hard to understand why they were placed in ENGAGE; the HMICRFS assessment criteria; the required remediation; and the work necessary to surpass that standard. Such change is possible and other Forces have progress from ENGAGE to becoming a high performing organisation. Wiltshire Police aspires to such achievement.
- 5.2 A clear programme of improvement is now established and resourced. Integral to this is personal engagement by the Whole Force in this process. Centred on three supporting and connected workstreams, cultural change lies at the core of improvement. Metrics have been identified and are now employed to measure progress, identify weakness and share good practice. While progress has been made, there is still much to achieve and, most importantly, ensure that progress is maintained.
- 5.3 OPCC is focused on working with the Force to embed delivery across the organisation. As performance and improvements are assessed and evidenced, the OPCC will continue to collaborate with the Chief Constable to sustain improvements and to deliver the Police and Crime Plan as the Force progresses out of ENGAGE status.
- 5.4 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.