

Meeting	Police and Crime Panel
Date	9 th March 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 To provide a 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 produced a service improvement road map / plan in response to areas of improvement identified. The activities and timescales have been developed by the Force with feedback from the OPCC.
- 2.2 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.
- 2.3 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.
 - 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 in person visits by PCC and OPCC key 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.

2.4 The PCC and Chief Constable provided the first update on progress to PPOG in October 2022. This provided feedback on the Forces plans submitted in response to PEEL. The second PPOG will take place in April.

2.5 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 The Wiltshire Police service improvement road map (SIRM) outlined 82 specific service improvements to be actioned in response to the 2022 HMICFRS PEEL inspection.

3.2 Wiltshire Police have adopted the HMICFRS principles of measuring progress associated with PEEL. The majority of supporting activities identified within PEEL have been completed. It is not prudent to approach HMICFRS for sign off of 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 3.4.

3.3 The force has adopted three phases of measuring progress; Build, Sustain and Embed.

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 recognised that changes, including culture require time to embed.

4. Performance update

4.1 Following the appointment of the new Chief Constable (CC), immediate changes have begun 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.
- New CC has communicated clear operational priorities and focus for the force.
- CC chairing all internal performance, accountability, and delivery boards and reviewing arrangements.
- Reviewing senior Force team expectations, forthcoming appointment of an interim Director of People, to advice on Force and OPCC on workforce and people improvements, and a temporary Assistant Chief Officer to lead 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).

4.2 The following tables outline progress against the current Force PEEL improvement plans. As indicated the OPCC wishes to see tangible and sustained improvements to address the causes for concern.

5. Causes of Concern

Cause of concern 1: Q4 Effectively responding to the public		
PEEL Specific Activity	Activity status	Summary of progress
Develop a new CCC repeat vulnerability procedure.	✓	On-going development of the identification system. Launch briefing prepared.
New question set and training in CCC to support vulnerability assessments.	✓	QA is operational, training complete, Face to Face briefings, DLT awareness and live monitoring.
CCC Quality Assurance monitoring of repeat victim identification.	✓	2023 performance improvements - 81.4%, ongoing briefings to develop this further.
Frontline training on the key strands of vulnerability.	□	Further training to be delivered in 2023 with specific focus on vulnerability identification.
Ensure that Crime Prevention and CSI training is provided to all CCC.	✓	Force training complete. Introduction of an online crime prevention site for victims progressing.
Intro. templates to guide staff in provision of crime prevention.	✓	Staff aide memoire developed and victim website progressing.
CCC - Quality assurance monitoring of preserving evidence and prevention advice.	✓	F2F and online training to be rolled out and support progress.
Additional supporting activity		
✓ The control room have implemented changes to their command-and-control system to flag repeat victim of Anti-Social Behaviour.		
✓ Face to face briefings have been delivered to all Control room staff to raise the criticality of the improvements required.		
✓ Since June over 4300 telephone calls have been assessed by a Quality Assurance department with individuals being held to account for their compliance. Additional staff have been recruited into the Quality Assurance team.		
✓ A leadership review was completed in October '22 which led to an increase in the volume of control room supervisors and the introduction of a performance inspector focused on reducing wait times for the public.		
✓ Peer review commissioned from Dorset Police.		
✓ Overhaul of the recruitment and selection process to attract and retain talent within Contact Management.		
Progress summary		
<p>Wiltshire Police has undertaken significant improvement activity linked to Contact Management. This includes the introduction a 12-month training programme for its control room operators to ensure that its operators receive critical training which has included vulnerability, THRIVE+, CSI and crime prevention training.</p> <p>The control room adopts THRIVE+ (risk assessment process) and since the publication of PEEL compliance in this area has risen from 35% to 95%. Operators are now consistently applying a structured risk assessment process when receiving calls.</p> <p>Improvements within the control room have been recognised by the HMICFRS, signing off two of the four recommendations linked to the cause of concern.</p> <p>The introduction of a Quality Assurance programme has seen over 3100 calls dip sampled since June 22 enabling the force to monitor departmental, team and individual performance more effectively. The control room is currently focused on improving the consistency in which repeat callers are identified and ensuring that victims of crime are provided with crime prevention and crime preservation advice.</p> <p>Whilst the control room has invested in activity, performance in these three areas requires further improvement that provides a consistent service to the public.</p>		
Cause of concern 2: Question 6 - Protecting vulnerable people		

PEEL Specific Activity	Activity status	Summary of progress
Introduce training and awareness products for DASH (Domestic Abuse Stalking and Harassment).	✓	DA matter training (1650 officers) began 16/01/23. Performance to be audited.
Ensure our Domestic Abuse Policy is revised and relaunched.	✓	Domestic Abuse Policy amended and relaunched. Change programme on going.
Carry out a Monthly Audit of DA incidents to assess risk assessments.	✓	Force policy updated to require verbal arguments receive formal risk assessments. An initial audit identified 100% compliance.
Roll out template for supervisors to check DASH completed.	✓	Template rolled out with assurance checks completed. Requirement to audit cases not involving children.
Evidence Led Prosecutions (ELP) training to all investigative staff delivered.	□	Requirement to deliver further ELP training to frontline investigators in support of DA matters.
Ensure Investigative Standards Audits are auditing use of ELP.	✓	VSA (Victim Service Assessment) audit checklist to be deployed Feb 23.
Mandatory closure template for supervisors to include a check that an Evidence Led Prosecution has been used with supporting rationale.	●	The ISO (Investigation Standards Officers) team are seeking to develop this following a review of supervisor closure templates.
Volume Crime Team (VCT) Model to maximise ELP opportunities.	□	VCT in place. VSA audit to be deployed Feb 23 with early audits showing progress. Requires analysis from BI to assess improvements with the baseline sample confirmed.
DVPN (Domestic Violence Protection Notice) and DVPO training to be rolled out to new VCT.	✓	DVPN training delivered to frontline investigators.
Deliver DA matters training.	□	DA matter training (1650 officers) began 16/01/23.
Police recording system to ensure capture rationale for considering DVPN/DVPOs.	✓	The system is available on officers' phones and specifically asks whether a DVPN/O has been considered.
We will implement use of Lawyer to pursue DVPO's.	✓	OPCC recruited and commence April 2023.
Introduce processes for the recording and compliance in DVPO's and civil orders.	✓	OPCC recruited and commence April 2023.
Raise HMICFRS recommendations in MARAC (Multi Agency Risk Assessment Conferences) boards (Safeguard Partnerships).	✓	Risk matrix produced HMICFRS to attend a MARAC board and review.
Appoint police MARAC chair focusing on reducing risk.	✓	Independent Wiltshire Council post review to be complete March 23. Sufficient MARAC chairs in post.
Qlik Vulnerability App to ensure 3 cases in 12mths shared into MARAC.	✓	Qlik Vulnerability app is in place but subject to review of referral criteria.
Force and OPCC to use the 'victims voice,' to drive improvements.	□	New survey to be in place April 23 and Victim Voice coordination group established.
Development and delivery of VCOP (Victim s Code of Practice) improvement plan.	□	Victim Development Group meet Bi-Monthly. New victims lead identified with the introduction of a Victim Executive Board.

Vulnerability Qlik. App to analyse trends and influence plans to support VAWG.	✓	Vulnerability app in operation and informing decisions.
Enable the Force to interrogate Intel. targeting of vulnerability.	✓	Vulnerability analytical product produced Sept 2022 - resourcing challenges impacting 2023.
Additional supporting activity		
✓ Qualitative audits undertaken of ELP (Evidence Led Prosecution), sharing lessons learnt with business leads.		
✓ Audit being undertaken of stalking offence investigations linked to both DA and non-DA offences. Learning being shared with SLT leads.		
✓ DA champions identified to provide support, advice, and guidance to peers.		
Progress summary		
<p>The force has invested in DA matters training which is being rolled out to 1650 officers and will support the force in adopting a positive culture to spot early signs of domestic abuse and understand the tactics used by perpetrators.</p> <p>In support of improvement activity, the policy for domestic abuse has been redeveloped to extend occasions whereby information is shared with partnership agencies (PPN submissions). To assess the quality of investigations, the Public Protection Department are dip sampling investigations.</p> <p>The department also employs auditors to carry out thematic reviews which to date have included Evidence Led Prosecutions and missing persons. Whilst investment in this area has made, the force has not sought to sign off the areas as complete in recognition of the need to further embed improvements and demonstrate a sustained level of performance.</p>		
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.	✓	Strategy agreed and rolled out.
Implement the CC's SIRM 2022/23.	✓	Updated following PPOG 1 with reg. reviews for progress during back to basic gold group.
Refine Force Strategic meeting structure.	✓	New structure developed and awaiting sign off.
Implement a refreshed Performance Strategy.	□	Performance strategy complete, single scorecards and governance framework developing.
Force leads to develop personal objectives aligned to SIRM.	✓	Objective setting being developed.
Additional supporting activity		
✓ A new strategic performance board is now in place with thematic cycles linked to the new Chief Constables priorities.		
✓ The performance scorecard has been redeveloped focusing on key priorities.		
✓ A bi-weekly gold group has been developed to oversee improvement activity associated with the Strategic Improvement Roadmap.		
✓ Introduction of new supervisory applications providing KPIs for staff including arrest rates, outcomes, bail, and workloads.		
Summary		
<p>The activities contained within the SIRM have been assessed for progress and graded accordingly. These activities do not necessarily equate to sustained improvement or progress. The governance under this question is under review to ensure that the activities are leading to embedded and sustained improvement. The SIRM will reach a natural end this year and the Force will develop a new refreshed service delivery plan focused on sustained service delivery, quality and aligned to the new CCs (Chief Constables) vision and priorities and the Police and Crime Plan.</p>		

6. Area for Improvement

PEEL Specific Activity	Activity status	Summary of progress
Area for improvement: Effectively planning and innovating to efficiently meet demand		
Implement a revised Business Planning/FMS process.	✓	FMS (Force Management Statement) process implemented, and Governance boards identified. New organisation risk assessment process developed.
Force / PCC to develop an efficiency plan to ensure demand-based strategy.	✓	External provider producing.
Area for improvement: Effectively community engagement and problem solving		
Intro a new 7 pillars Neighbourhood policing strategy and delivery plan.	□	Strategy under review with new CC. Signed off at NPCB.
Embed CPT Neighbourhood abstraction policy and performance metrics.	□	Role responsibilities defined. Abstraction policy complete developing performance pack.
We will deliver a cohesive police Public Engagement Strategy.	□	Community Engagement Strategy for 2022-25 complete. Final roll out preparation.
Develop approach to SARA (scanning, analysis, response & assessment) Problem Solving with POP plans both internally and with relevant partners.	□	Monthly reviews of POP plans in place identifying best practice. Requires evidence of partnership engagement.
Area for improvement: Proactively bringing offenders to justice		
Double crewed RSO visits, post-visit intelligence and risk reviews undertaken.	✓	"Double crewed" policy operational each visit is risk assessed. Majority are double crewed.
CIET to ensure indecent image grading training is in place.	□	CIET staff trained, work to ensure DIOs follow process in place.
CIET resourced to manage demand and keep public safe.	✓	Resourcing levels and case work reported to DLT monthly.
Area for improvement: Protecting the vulnerable		
Develop a vulnerability problem profile, to maximise use of data.	✓	GAP Analysis has been completed.
Area for improvement: Training and equipping our people to do their jobs effectively		
All senior leaders are accessible, visible, and engaging to build trust, listen and respond to feedback.	□	A range of activities, training and actions are progressing in this area.
Launch a new Employee Engagement Strategy.	□	The Employee Engagement strategy has been refreshed and delivery plan progressing. Awaiting input from new CC.
We will further develop a Staff Wellbeing Dashboard to identify hotspot areas and trends	●	Indicator dashboard development within Demand team. Expected delivery 2023.
Area for improvement: Victim-focused investigations		

Enhance our current programme of service audits.	✓	Investigation audits guided by replica VSA in place. Governance board using Qlik data.
We will establish an Investigative Standards and CJ Oversight Meeting.	✓	The meeting is operational, and improvement plan complete.
Service audits, which focus on investigations completed in-line with policy and expected standards.	✓	VCOP audits in place and on-going, with an improved governance progressing.

7. Force priority

PEEL Specific Activity	Activity status	Summary of progress
Effectively planning and innovating to efficiently meet demand		
Improve the use of scrutiny panels for Stop and Search and Use of Force.	✓	Improved recording due to enhanced software, “different view” website footage, improved officer performance following scrutiny panels and “revolving door” survey feedback.
Force/OPCC quarterly complaints review meeting and trend monitoring.	□	Improvements in data recording to assist quarterly boards.
Effectively community engagement and problem solving		
S/ELT review to ensure resourced to deliver Force service improvements.	✓	Chief Inspectors increased from 9 – 16. New Supt. leads assigned to Back to Basics and Justice.
Proactively bringing offenders to justice		
Monthly monitoring of Bail use, RUI, and voluntary attendance by S/ELT.	✓	Refreshed boards. Case reviews on-going and subject to action plans.
Protecting the vulnerable		
Develop a CPI SMART improvement plan linked to FCPI.	✓	Plan developed every month.
Deliver a three strand VAWG strategy.	□	Delivery of VAWG plan progressing.
Training and equipping our people to do their jobs effectively		
Roll out the leadership academy and programme of ongoing training for future and existing leader.	✓	Training plan refreshed with training through ranks and roles to be delivered over 12 months.
Victim-focused investigations		
Implement a Force wide Volume Crime Team.	✓	VCT implemented Sept 2022. Review being carried out.
Develop a new Detective Resilience Plan.	✓	Resilience plan developed and to be made accessible to the Back to Basics team.
Revise our crime allocation policy and model.	✓	Policy revised with performance data in development.
Scope, develop, and implement a new service offer to victims of crime.	□	Paper with performance analysis developed CIT development plan signed off.