

Meeting	Police and Crime Panel
Date	7 March 2024
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 reports provided to panel on 14th September and 14 December 2023.

2. OPCC oversight and Governance

- 2.1 The ENGAGE status is a state Forces are entered by HMICFRS, if a force is not responding to a cause of concern, or if it is not succeeding in managing, mitigating or eradicating the cause of concern. Wiltshire Police were put in engage status in June 2022 and means they are subject to additional external monitoring and support. This includes quarterly meetings with the Chief Constable, PCC and the Police Performance and Oversight Group PPOG (Senior Home Office officials, the Chief Inspector of HMICFRS, Chief Executive of the College of Policing).
- 2.2 The PCC has a statutory role to ensure an effective and efficient police service as well as scrutinise, challenge and support improvements. As outlined previously, the PCC has set clear expectations with the Chief Constable that ENGAGE status is the first stage in a process to address the extensive improvements identified. Ultimately the outcome is to deliver tangible and sustainable improvements; measured by the inspectorate; increased performance, better efficiency and effectiveness; as well as increased confidence from the public its workforce and stakeholders.
- 2.3 Tracking of PEEL progress is incorporated into the PCC assurance process and formally reviewed at Executive Leadership Group (ELG) meetings. This uses activities such as the key lines of enquiry (KLOE) scrutiny approach, desktop evidence, service visits, feedback from HMICFRS, and assessment against key performance indicators.
- 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 opportunity to discuss Force progress with PPOG will take place on 16 May 2024

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.
- 3.5 In addition, and updated in December, an external organisational planning review 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. Progress 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 to build foundational aspects to future planning and 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 informed the development of the Force budget 24/25 and the PCC's Medium term financial Plan, which PCP members discussed during January and February 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.
- 4.9 The Chief of Corporate Services to lead all non-operational corporate services (such as organisational change, people services, ICT, communications) was created in December 23. This role will work alongside the Deputy Chief Constable (Operations). This will enable dedicated expert focus on to the 'two halves' of the business, namely corporate professional services, and operational policing delivery.
- 4.10 Early benefits have been noted by the Chief Constable with this dedicated corporate service leadership. This role was incorporated into future budgets and the force will commence the permanent recruitment in Q1 24/25.

5. PCC Assessment of progress

- 5.1 The PCC continues to assess the force and believes that there has been significant progress during the last 12 months. There is a positive direction of travel across multiple aspects of the organisation, including improved strategic and operational direction, improved accountability and improved performance.
- 5.2 There are simple and effective improvement plans in place and signs of developing organisational maturity. This is being supported by more effective leadership, support, and challenging organisational standards. This is beginning to deliver sustained improvements in performance, positive anecdotal feedback from public,

workforce and stakeholders and gradually improving capability. Whilst positive it is also in its early stages and requires more time to become consistent and sustainable throughout all levels of the Force.

- 5.3 The forthcoming PEEL inspection will provide further insight into further work to improve policing in Wiltshire, regardless of ENGAGE status. The OPCC reaffirms its analysis that the ENGAGE status is a milestone to several years of continued improvement to provide a consistently good service to the public.
- 5.4 The PCC acknowledges the extensive progress over the last 12 months and believes that this continued direction will lead to the Force out of ENGAGE status during 2024. The PCC recognises the importance to our communities and the workforce that leaving ENGAGE status would signify. However, it is for the HMICFRS to determine the evidence and timing of this. It is heartening that the informal feedback provided to the OPCC aligns to our assessment that there is now significant progress being made.

6. Recommendations

- 6.1 The PCP are asked to note the PCC's report and assessment of Force progress.