

Warwickshire Joint Audit and Standards Committee Report Summary

Meeting Date: 26th November, 2019

Subject: HMICFRS PEEL Report

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Purpose of the Report:

This report presents the results and recommendations from the recent Integrated annual PEEL inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

This inspection was undertaken in March with the public report being published at the end of September.

Recommendations:

- a) To note the grading and recommendations
- b) To be aware of the plans to address recommendations



Police & Crime Commissioner Joint Audit Standards Committee 26th November 2019

HMICFRS Update PEEL update

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Background

In March 2019 Warwickshire Police had its HMICFRS annual Integrated PEEL inspection. The results of which were published at the end of September.

Below is a summary of the findings and the full public report can be accessed via the HMICFRS website

<https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2018/warwickshire/>

Summary Grading

In comparison to last PEEL report from 2017

Effectiveness: Good 2019 – Requires Improvement 2017

Sub section	Grading 2019	Grading at last inspection
Preventing crime and tackling anti-social behaviour	Good	Requires Improvement
Investigating crime and reducing re-offending	Requires Improvement	Good
Protecting Vulnerable People	Good	Requires Improvement
Tackling Serious and Organised Crime	Good	Requires Improvement
Armed Policing/Specialist Capabilities	Ungraded	Ungraded

Efficiency: Requires Improvement 2019 – Good 2017

Sub section	Grading 2019	Grading at last inspection
Understanding Current Demand	Requires Improvement	Good
Understanding Future Demand	Inadequate	Good

Legitimacy: Good 2019 – Requires Improvement 2017

Sub section	Grading 2019	Grading at last inspection
Fair Treatment of the Public	Requires Improvement	Requires Improvement
Ethical and lawful workforce behaviour	Good	Requires Improvement
Fair treatment of the workforce	Good	Requires Improvement

Effectiveness (Good)

Preventing crime and tackling ASB (Good):

Prioritising crime prevention – Very positive regarding our problem solving approach, need to focus now on delivering across the whole organisation.

Protecting the public from crime – Good use of beat profiles and understanding the communities we serve, need to focus on information sharing with partners. Also need to understand the preventative action and use of powers by our partners.

Investigating Crime (Requires Improvement):

This is a cause of concern for HMICFRS they state:

Cause of concern

The force does not have the capacity or capability to investigate crime effectively and this is affecting the service being provided to the public. There are failings in the way that crimes are being investigated.

Recommendations

To address this cause of concern, we recommend that within six months the force should:

- improve how it responds to reports of crimes, allocates them, (ensuring investigations are allocated to appropriately trained and supported officers) and that it reviews this allocation appropriately throughout the investigation;
- ensure regular and active supervision of the quality and progress of investigations. This supervision should be properly recorded;
- improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure investigations are not delayed;
- take steps to better understand the data relating to its crime outcomes and put actions in place to ensure that it is effectively pursuing justice on behalf of victims;
- improve its understanding of suspects released under investigation and the management of those released on bail;
- introduce consistent processes to effectively manage the risk posed by suspects who are under investigation but have not yet been arrested or circulated as wanted on the PNC; and
- introduce effective arrangements to ensure it complies fully with its disclosure obligations.

This is being largely managed through the Investigations, Standards and Outcomes meeting chaired by C/Supt Ben Smith. Work is underway in each of the areas to look for immediate actions that can be taken to resolve these issues. HMICFRS recognise in the report that we recognised this weakness in ourselves prior to the inspection and that they have seen improvement work underway to tackle the issues raised.

Protecting Vulnerable People (Good):

We were rated good at this with two areas for improvement:

Areas for improvement

- Improvements must be made to the quality of incident risk reassessments when deployment delays occur, so that safeguarding support can be prioritised. This action should be addressed promptly.
- The force should implement the necessary processes to share information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.

The second point has already been completed with the implementation of operation encompass. The first point is being managed by within the OCC and reality testing is underway to ensure that remedial work is seeing the benefits we would expect.

Tackling Serious and Organised Crime (Good):

The report recognises that significant improvements have been made in this area and that the force is now in a good position. There are 3 AFI's to focus on:

Areas for improvement

- The force should ensure that lead responsible officers (LROs) maintain up-to-date management plans for all active organised crime groups as part of a long-term, multi-agency approach to dismantling these groups. LROs should adopt a balanced approach across the 'four Ps' framework (pursue; prevent; protect; prepare), and they should have a good understanding of available tactics.
- The force should continue to improve its understanding of the impact of its work on serious and organised crime across the 'four Ps'. It should also make sure that it learns from experience to maximise its disruptive effect on this criminal activity.
- The force should enhance its approach to the lifetime management of organised criminals to minimise the risks they pose to local communities. This approach should include routine consideration of ancillary orders, as well as the powers of other organisations, and other tools to deter organised criminals from continuing to offend.

Efficiency (Requires Improvement)

This report is very complimentary of our understanding of current demand and our work with a third party consultancy to help us in our understanding. The lack of clarity around future demand created by the alliance transition has led to the grades given, and we have had strong indication from HMICFRS that if we were to safely and smoothly transition out of the alliance this would positively impact on our results.

Meeting current demand and using resources (Requires Improvement)

Cause of concern

The force does not have suitable arrangements in place to make sure it can maintain the full range of public services when its alliance with West Mercia Police ends. There are gaps in its workforce skills assessment and weaknesses in its investigative approach.

Recommendations

To address this cause of concern, we recommend that the force should immediately:

- put in place plans to maintain the full range of public services by October 2019, particularly in the areas of highest risk;
- expand the skills project work to include an assessment of all skills, not only operational, and potential future skills requirements too, using this assessment to inform workforce planning; and
- conduct a review of the capability and capacity of officers to manage their investigative workload, to better understand investigative demand and the pressures placed upon officers.

Planning for the future (Inadequate)

Cause of concern

The force has not yet defined how all of its services to the public will operate in the future, nor has it agreed a smooth transition to a future operating model. And it has not consulted with the public on these important matters.

Recommendations

To address this cause of concern, we recommend that the force should immediately:

- Clearly define its new operating model, ensuring all operational and support services are affordable and fit to protect the communities of Warwickshire;
- agree arrangements with West Mercia Police to secure a smooth transition to its future operating model, ensuring no disruption to public services; and
- the force should improve its arrangements both to consult with the public about business planning and to feedback on changes made to service delivery as a result of such consultation.

Legitimacy (Good)

The report is positive around our use of IAGs, vetting position and our training on use of position for a sexual purpose. It highlights our need to improve our understanding and impact of disproportionality on stop and search and issues around our current use of force recording.

Treatment of the public (Requires Improvement)

Areas for improvement

- The force should review its arrangements for training, monitoring and independently scrutinising how force is used.
- The force should ensure that all relevant officers and staff have in-date personal safety training.
- The force should review the training of effective communication techniques to best equip the workforce with the necessary skills to achieve its community engagement ambitions.

Ethical and lawful workforce behaviour (Good)

Areas for improvement

- The force should ensure that its counter-corruption unit has enough capability and capacity to tackle corruption effectively and proactively and that it can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.
- The force should continue to improve knowledge and understanding across the workforce of the abuse of position for a sexual purpose.

Treating the Workforce Fairly (Good)

Areas for improvement

- Individual performance reviews and processes for talent identification should be consistently and fairly applied across the workforce. Poor performance should be managed consistently. In this way these processes will be more valued by the workforce.
- Suitable training and support should be provided to supervisors so that they are fully equipped and confident to manage the performance and development of their staff, including effectively managing poor performance and identifying talent. The force should also create sufficient capacity for supervisors to manage performance.
- Promotion and selection processes should be made accessible and transparent to the workforce so that they are perceived to be fair.

Next Steps

As part of the new governance arrangements for Warwickshire, the force has established a Warwickshire Assurance Board, which is chaired by the Deputy Chief Constable. This is the key forum to ensure the recommendations from the PEEL report are actioned appropriately.

There are a range of governance meetings that report into the Warwickshire Assurance Board which are tasked with owning specific areas. For example, the Investigations, Standards and Outcomes Board chaired by C/Supt for Local Policing has specific responsibility around driving improvements in our approach to investigations.

The Service Improvement Team within Analysis & Service Improvement are the owners of the overall HMICFRS action plan which includes recommendations from the 2019 PEEL report and other national recommendations from wider thematic reports. This is being presented and discussed at the assurance board on a monthly basis.

Progress against the action plan will be brought to future JAC meetings.