

## Policing Accountability Board outcome report

<b>Date of meeting:</b>	<b>13 February 2018</b>
<b>Author:</b>	<b>Insp Stuart Bell</b>
<b>Outcome</b> (please tick the outcome you are reporting on)	✓
Public confidence	
Victim satisfaction	
Organisational health and well-being	
HMICFRS	✓
Office of Police Conduct	



### Rating



Inadequate     Requires improvement     Good     Outstanding

### What is working well? How will we build on this?

The force has well embedded practices in place to deal with the various types of HMICFRS related work: preparation for inspections, response to HMICFRS requests/publications, HMICFRS governance etc.

As part of the annual PEEL process, HMICFRS inspect all forces in England and Wales with regard to their Effectiveness, Efficiency, Legitimacy and Leadership.

All areas, with the exception of Leadership are subject to graded judgments. Forces are awarded one of four grades: Inadequate, Requires Improvement, Good or Outstanding.

In 2016, the force was graded as 'Requires Improvement' for all three categories, placing it in the bottom 3 forces in England and Wales.

So far for 2017 the force has been graded as 'Good' for Legitimacy and 'Requires Improvement' for Efficiency. The Legitimacy grade marks a real success for the force – the first good grade received for legitimacy. Although graded as Requires Improvement for efficiency, the report outlines a marked improvement on the 2016 report and makes it clear that the direction of travel is positive.

The draft report for Effectiveness is anticipated on 29 January. The feedback given so far highlights that the force has made significant improvements since 2016, although the final grade is not yet known.

The force was subject to a custody inspection 6-17 November 2017 and we are in receipt of a draft copy of the report. There are many positives within the report highlighting the excellent work ongoing in our custody suites. The final report is due for publication in the week commencing 19 March 2018.

Along with Wales Extremism and Counter Terrorism Unit (WECTU), the force was inspected by HMICFRS against its counter terrorism provision between 29 – 31 January 2018; the force and WECTU are regarded as performing well against this area.

### What is not working well? How will we manage this?

The force has been graded as Requires Improvement in the draft Efficiency report. We have been given some key areas for improvement though and are confident that if they are met, that a grade of Good is achievable for 2018.

The custody report highlights some areas for improvement which can be discussed in more detail once the final report is published in March.

What are our opportunities? How will we exploit them?

The force is in the process of completing its first official Force Management Statement (FMS) having taken part in the HMICFRS pilot in 2017

The final draft is due for submission to HMICFRS by 31 May 2018 with the early stages overseen by the respective Chief Superintendents and the Force Inspection and Review team.

The FMS represents an opportunity for the force to build the demand analysis work into the annual planning cycle to enhance preparedness for the future.

The new governance structure presents a further opportunity.

Currently all recommendations made by HMICFRS are overseen by the HMICFRS governance group, chaired by the DCC. The force Governance and Performance Manager is working with the HMICFRS team Inspector to map each recommendation into a meeting within the new governance structure. This will ensure that each action is discussed in detail by the relevant senior leaders at the correct forum.

This represents an opportunity to enhance the focus on individual recommendations, leading to more timely progress.

What are our threats? How will we manage them?

As per the last update to the PAB, the Crime Data Integrity (CDI) inspection represents a threat. The force has yet to be inspected regarding CDI performance and work is underway to improve performance in this area.

Much good work is underway to improve performance to this regard with a DI appointed to work with the Force Crime and Incident Registrar (FCIR) and the Deputy FCIR.

The implementation of 'criming at source' and the introduction of the Incident and Crime Assessment Team (ICAT) have also assisted in improving CDI performance. The appointed DI and the deputy FCIR have updated the audit schedule to ensure robust supervision is in place around this area of the business.

A selection of key senior leaders has been identified to review the force's current QA/Audit function; their inaugural meeting is diarised for the 16<sup>th</sup> February 2018.

HMICFRS are in the process of a series of national Fraud and Hate crime themed inspections. The force has not yet had notice that it is to be inspected, but it is possible that we may be affected by both.

### Resource implications

Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc.

The Force Inspection and Review Team comprises of 1.75FTE members of staff. The team is led by an Inspector (1.0FTE) and supported by a member of admin staff (0.75FTE).

The team is currently supported by a consultant (0.6FTE) who, as a former member of HMICFRS staff, is able to bring a great deal of expertise to the force.

Assets – estates, facilities, IT etc.

The FIRT shares an office at police HQ with three desks, each equipped with a phone and a computer terminal.

OFFICIAL

<p>Staff - knowledge &amp; skills, capacity, capability, training etc.</p>	<p>The FIRT have the requisite skills and experiences.</p> <p>Due consideration should be given to the appointment of the successor to the FIRT Inspector. Although no date has been set for his departure from the team, he is possibly due to move on in the first half of 2018. A replacement should be identified ahead of this move and it would be of benefit if a handover period was allowed to ensure that the gains made in the last year are not undermined.</p>
<p>Timescales</p>	<p>Key pieces of work in the calendar are:</p> <p>The annual PEEL inspection will next take place in autumn 2018. This will test all pillars of the process: Effectiveness, Efficiency, Legitimacy and Leadership.</p> <p>Force Management Statements: due 31 May 2018 for the first FMS, and then by 31 March annually thereafter.</p> <p>HMICFRS carry out thematic inspections throughout the year also. Currently they are inspecting counter terrorism, hate crime and fraud.</p>
<p>Leadership</p>	<p>Leadership is a key theme of the HMICFRS analysis of forces. Every force receives an annual report on its leadership performance.</p> <p>Feedback in 2017 suggests that we have made great improvements since the 2016 inspection.</p>
<p>Partners</p>	<p>The FIRT liaises with HMICFRS and other forces on a regular basis. Wider partnership work, although crucial to force performance, is not routinely undertaken by the FIRT.</p>

<p><b>Impact considerations</b></p>	
<p>Risk</p>	<p>HMICFRS performance is subject to public scrutiny and so there are reputational risks involved regarding force performance.</p> <p>Post every inspection, HMICFRS publishes a report and an accompanying press release, which if unfavorable can damage the reputation of the force.</p> <p>The manner in which the force progresses AFIs carries a degree of risk.</p> <p>They need to be progressed effectively and in a timely manner to mitigate risks to the force and to individuals.</p> <p>The FIRT and the Governance Group work together to progress AFIs in a proportionate manner; AFIs carrying the greatest degree of risk are prioritized.</p> <p>HMICFRS plan to publish a 'recommendations register' – essentially brief summary of how many recommendations are outstanding for each of the 43 forces in England and Wales. Whereas prior to the establishment of</p>

OFFICIAL

	<p>the FIRT the force was in a vulnerable position, the number of outstanding recommendations is now far lower.</p> <p>The FIRT met with Force Liaison Lead Vince Tether 23-25 January to discuss this work.</p>
Legal	<p>HMICFRS have the power to inspect forces to secure information, but no powers to give orders for change. AFIs and COCs are recommendations, not orders.</p> <p>Chief Constables and Police and Crime Commissioners are given the responsibility by HMICFRS to take any necessary action regarding AFIs and COCs.</p> <p>Police and Crime Commissioners are required to publish their comments on each HMICFRS report within 56 days of its publication, and must include an explanation of the steps to be taken in response to each HMICFRS recommendation or an explanation why no action has been or is to be taken in that respect.</p>
Police and Crime Plan	<p>HMICFRS activity and the work undertaken by the FIRT is relevant to all four of the Police and Crime Plan priorities.</p>
Demand	<p>As outlined above, the compilation of the Force Management Statement will aid the force's understanding of demand.</p>
Governance	<p>The HMICFRS Governance Group is chaired by DCC Davies.</p>
Equality	
Reputation – confidence and satisfaction	
Environmental and sustainability	
Media, communication and engagement	<p>Press releases are arranged post publication of all HMICFRS reports relevant to the force.</p>

**Senior officer approval**

**Name: Darren Davies**

**Signature:**

**Date: 05/02/2018**

OFFICIAL