

**Policing Accountability Board outcome report**

<b>Date of meeting:</b>	<b>8 May 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 both 2015 and 2016, the force was graded as follows:

Effectiveness	Requires Improvement
Efficiency	Requires Improvement
Legitimacy	Requires Improvement

In both years the force was one of only two forces in England and Wales to not achieve Good in any PEEL category (along with Cleveland in 2015 and South Yorkshire in 2016).

In 2017 the force has been graded as follows:

Effectiveness	Good
Efficiency	Requires Improvement
Legitimacy	Good

The Effectiveness and Legitimacy grades represent the first awards of Good received against these categories. 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.

HMICFRS governance is working well in the force. Each of our recommendations and AFIs are fed into a board within the new governance structure, where they are overseen and progressed accordingly; updates are fed into the HMIC governance group, at which AFIs and recommendations are signed off or tasked out for further work.

The new process is in its early stages and it is acknowledged that there is room for improvement to the process. The DCC and the inspection and review team are meeting in May 2018 to discuss the process with a view to making it more efficient.

Most outstanding AFIs and recommendations are to be captured on the HMICFRS 'recommendations register.' The register will be available on the HMICFRS web-page and will summarise the causes for concern, AFIs and recommendations of each force in England and Wales. We are working with our new force liaison lead, Sarah Cooper to ensure that our recommendations and AFIs are as up to date as possible prior to the publication of the register. The number outstanding in force is reasonable and is not likely to cause any public confidence concerns.

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

The force has been graded as Requires Improvement for Efficiency. 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.

Against the Effectiveness and Legitimacy pillars of PEEL the force has been assigned areas for improvement (AFIs) by HMICFRS. All such AFIs are monitored and progressed by the relevant group within the new governance structure, with a further level of oversight provided at the HMICFRS governance group, chaired by the DCC.

What are our opportunities? How will we exploit them?

The aforementioned AFIs are exactly that – areas for improvement. They each represent an opportunity for improved performance for the force. They are being prioritised and progressed appropriately.

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 completed document 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 FMS also feeds the new PEEL process; this is discussed in more detail under 'threats.'

What are our threats? How will we manage them?

The force has featured in the HMICFRS series of thematic fraud inspections. HMICFRS were in force 24-25 April to carry out a series of interviews, to hold focus groups and to carry out reality testing. HMICFRS visited the ROCU on 23 April.

The Inspection & Review and fraud teams have worked closely to manage preparations for the inspection to ensure that HMICFRS get the fullest appreciation of the great deal of work ongoing across the force in this regard: e.g. operation signature, the banking protocol, the fraud risk matrix etc.

The Crime Data Integrity (CDI) inspection remains outstanding. This inspection seeks to understand how effective our crime recording processes are: essentially, are we recording the crime that is reported to us in an effective and efficient manner.

Improvement work as well as QA and audit are being led by the force crime and incident registrar (FCIR), the deputy FCIR and an appointed DI.

HMICFRS's PEEL process has changed for 2018. In previous years the inspection regime was split into two tranches: the spring tranche focussed on efficiency and legitimacy whereas the autumn tranche focussed on effectiveness.

Under the new Integrated PEEL Assessment (IPA) approach, each force will be subject to one, larger inspection which will focus on all areas of PEEL. The inspections will take place in three tranches:

Tranche 1: 3 September 2018 to 14 December 2018

Tranche 2: 14 January 2019 to 12 April 2019

Tranche 3: 29 April 2019 to 19 July 2019

Dyfed-Powys will feature in tranche 1, with other Welsh forces featuring in tranches 2 (South Wales) and 3 (North Wales and Gwent).

The IPA will more than likely involve a two week inspection visit to the force and so we can expect a period of intensive activity.

As with previous PEEL inspections, there will be a requirement for a great deal of data and a large number of documents to be collated and submitted ahead of the inspection. Utilising the data and documents submitted, and considering the information included in our first FMS, HMICFRS will determine their key lines of enquiry (KLOE) for the inspection: that is, the areas that they believe are vulnerabilities for the force that will require a degree of scrutiny during the inspection.

The FMS therefore, presents a degree of risk to the force. HMICFRS advise that in compiling the FMS, honesty will be rewarded; however, we must be cognisant of the fact that whatever areas we highlight as requiring improvement, are likely to be subject of focus during the IPA.

### Resource implications

<p>Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc.</p>	<p>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).</p> <p>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.</p>
<p>Assets – estates, facilities, IT etc.</p>	<p>The FIRT shares an office at police HQ with the Assistant Director of Collaboration and Efficiency and his team.</p>
<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 likely to move on in the second 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 – the aforementioned IPA – will next take place in autumn 2018. This will test all pillars of the process: Effectiveness, Efficiency, Legitimacy and Leadership.</p>

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	<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 hate crime and fraud.</p>
Leadership	<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>
Partners	<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>

<b>Impact considerations</b>	
Risk	<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 are in the final stages of developing their 'recommendations register' – a summary of how many recommendations are outstanding for each of the 43 forces in England and Wales. Whereas prior to the establishment of the FIRT the force was in a vulnerable position, the number of outstanding recommendations is now far lower.</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</p>

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	HMICFRS recommendation or an explanation why no action has been or is to be taken in that respect.
Police and Crime Plan	HMICFRS activity and the work undertaken by the FIRT is relevant to all four of the Police and Crime Plan priorities.
Demand	As outlined above, the compilation of the Force Management Statement will aid the force's understanding of demand.
Governance	The HMICFRS Governance Group is chaired by DCC Davies.
Equality	
Reputation – confidence and satisfaction	
Environmental and sustainability	
Media, communication and engagement	Press releases are arranged post publication of all HMICFRS reports relevant to the force.

**Senior officer approval**

**Name:**

**Signature:**

**Date:**