

Police and Crime Panel

28 June 2019

HMICFRS Integrated Performance Assessment report

Report of Police, Crime and Victims' Commissioner



Purpose of report

1. To brief the Police and Crime Panel on the findings of the recent Integrated Performance Assessment (IPA) of Durham Constabulary by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Summary

2. In 2018/19, HMICFRS adopted an integrated performance assessment (IPA) approach to their PEEL inspections, combining the effectiveness, efficiency and legitimacy areas into a single inspection.
3. Durham was inspected against only 5 of the 10 possible core questions; of these, 4 were mandated for every force. For those areas not inspected, the previous years' grading remains in place.
4. Durham was the third force inspected in the IPA programme of 2018/19, and findings were published along with thirteen other forces inspected during the first tranche (see Appendix 1).

Findings

5. On 2nd May 2019, HMICFRS published the findings from its inspection of Durham Constabulary, with the force retaining its overall 'Outstanding' grades for Effectiveness and Efficiency, and 'Good' for Legitimacy.

The graphic (overleaf) in the HMICFRS report provides a useful summary of the assessment:

 Efficiency	 Outstanding	Last inspected
Meeting current demands and using resources	 Outstanding	2017/18
Planning for the future	 Outstanding	2018/19
 Effectiveness	 Outstanding	Last inspected
Preventing crime and tackling anti-social behaviour	 Outstanding	2016/17
Investigating crime	 Good	2018/19
Protecting vulnerable people	 Good	2018/19
Tackling serious and organised crime	 Outstanding	2016/17
Armed response capability	Ungraded	2018/19
 Legitimacy	 Good	Last inspected
Fair treatment of the public	 Good	2017/18
Ethical and lawful workforce behaviour	 Good	2018/19
Fair treatment of the workforce	 Good	2017/18

National trends

6. HMICFRS also published a Spotlight report as a national overview of emerging trends from tranche 1 forces. The headline from the report was that Police forces are generally performing well but ‘cracks are widening’. Themes and emerging trends were identified as-

- The nature of demand is changing and is increasingly complex and high risk
- Forces are refocusing their resources to meet changing demand

- Redeploying officers threatens to undermine neighbourhood policing (not found in Durham)
- Crimes such as burglary are being investigated by inexperienced staff, without good enough supervision (not found in Durham)
- Despite the pressures, forces are becoming better at victim care and identifying vulnerability
- Managing demand is stretching forces' ability to uncover and address corruption
- Forces are investing in technology to better match resources to demand
- The pressures of demand are affecting the health and wellbeing of the workforce
- Some forces aren't monitoring their use of stop and search well enough (not found in Durham)

Actions and next steps for Durham Constabulary

7. HMICFRS have made no formal recommendations to Durham in this years' report but detailed three 'Areas for Improvement' within the Legitimacy pillar. These areas will be revisited by HMICFRS in future inspections to track force progress.

Area for Improvement 1

The constabulary has achieved the 2016 HMIC recommendation when it comes to up-to-date vetting of the workforce. At the time of inspection, only 11 outstanding vetting issues were being progressed in a workforce of approximately 2,400. But it also found that the constabulary does not monitor its vetting decisions to identify any disproportionality in decision making, concerning black and minority ethnic (BME) groups, for example.

Update: This is now in place and the data will be published on the internally within the next month. BME data is discussed as a standing agenda item at the Force Ethics and Legitimacy board.

Area for Improvement 2

The constabulary should ensure it has a counter corruption Strategic Threat Assessment and Control Strategy which meets the constabulary's needs to help them understand and manage the risk corruption poses to the organisation.

Update: The Counter Corruption Strategic Threat Assessment & Control Strategy now in place.

Area for Improvement 3

The constabulary should ensure it has sufficient capability and capacity in their counter corruption unit to be effective in their proactive approach to counter corruption.

Update: The team can now evidence the use of covert pro-active tactics in counter corruption cases within existing resources and supported by other specialist investigative assets when required for specific lines of enquiry.”

8. The force is also in the process of identifying areas where further improvement can be made across the Legitimacy pillar by carrying out benchmarking and gap analysis under the different strands. An action plan is in place, structured round the three main strands of the legitimacy inspection:

- Treating public fairly (Use of Force, stop & search, engagement/external scrutiny)
- Ethical and lawful workforce behaviour (ethics and integrity)
- Treating workforce fairly (fairness, wellbeing & selection – HR processes)

A visit to Kent Police will also take place to scope opportunities for best practice. Kent is the only ‘Outstanding’ force under the Legitimacy pillar.

Further HMICFRS areas for consideration

9. HMICFRS also highlighted 17 points within the Effectiveness and Legitimacy pillars that all forces may wish to consider for further improvement and development. All of these areas have been discussed at within the Force, and work is underway to consider how any identified risks can be managed and improvements made where required.

Comment on the inspection

10. It is, of course, very pleasing that Durham Constabulary has once again received ‘outstanding’ ratings for effectiveness and efficiency in this PEEL assessment, and the PCVC has congratulated everyone in the force for achieving this. The Force take the comments of the inspectors very seriously, and will pay particular attention to the areas for improvement in the legitimacy section. A ‘good’ rating for legitimacy, without specific recommendations, is the source of some satisfaction, but also indicates there is work to do, and the PCVC will monitor progress against the areas for improvement at meetings with the Chief Constable.

Recommendation

11. That the Panel notes the content of the inspection report

Appendix 1: all force results, tranche 1

FORCE	EFFICIENCY	LEGITIMACY	EFFECTIVENESS
	Overall Force assessment for Efficiency	Overall Force assessment for Legitimacy	Overall Force assessment for Effectiveness
Durham	OUTSTANDING	GOOD	OUTSTANDING
City of London	GOOD	REQUIRES IMPROVEMENT	GOOD
Cumbria	GOOD	GOOD	GOOD
Dyfed Powys	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	GOOD
Essex	GOOD	GOOD	GOOD
Gloucestershire	GOOD	GOOD	GOOD
Greater Manchester	REQUIRES IMPROVEMENT	GOOD	REQUIRES IMPROVEMENT
Humberside	GOOD	GOOD	Good
Kent	OUTSTANDING	OUTSTANDING	GOOD
Leicestershire	GOOD	GOOD	GOOD
Norfolk	OUTSTANDING	GOOD	GOOD
Nottinghamshire	REQUIRES IMPROVEMENT	GOOD	GOOD
West Midlands	GOOD	GOOD	GOOD
Wiltshire	GOOD	GOOD	GOOD

Appendix 2: Risks and Implications

Finance

None direct, although the IPA report implies a continuing need to maximise efficiencies

Staffing

None direct, although the IPA report implies a continuing need to maximise efficiencies

Equality and Diversity

None

Accommodation

None

Crime and Disorder

None direct, although the IPA report implies a continuing need to maximise effectiveness

Children's Act 2004

None

Stakeholder/Community Engagement

None

Environment

None

Collaboration and Partnerships

None

Value for Money and Productivity

None direct, although the IPA report implies a continuing need to maximise efficiencies

Potential Impact on Police and Crime Plan Priorities

None direct, although the IPA report implies a continuing need to maximise effectiveness

Commissioning

None

Other risks

None

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