



# Police and Crime Panel

**Chief Constable Rachel Bacon**



# Introduction and Background

- New HMICFRS Andy Cooke
  - State of Policing – Reset
  - Policing Performance – Getting a Grip
  - Different Force Liaison Lead
- 
- Methodology:
    - It is not possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public, and in some cases, we have changed the aspects of policing we inspect.
  - The methodology specifies what good looks like, and this is a high bar.
  - Seven months of activity
  - Clearly more challenging process than previous inspections
  - HMIC identifies what it believes are Areas for Improvement and Innovation
  - Within the narrative positive commentary and areas for consideration are provided.



# HMICFRS PEEL RESULTS 2023/25

New Round of Inspections, 9 forces published to date:

FORCE	Public Treatment	Prevention & Deterrence	Responding	Investigations	Vulnerability	Managing Offenders	Workforce	Leadership & Management	Crime Recording	SOC
Durham	Adequate	Good	Requires Improvement	Adequate	Requires Improvement	Adequate	Adequate	Adequate	Good (96.2%)	Outstanding
Merseyside	Good	Good	Adequate	Adequate	Requires Improvement	Requires Improvement	Good	Adequate	n/a	n/a
Suffolk	Good	Good	Inadequate	Adequate	Requires Improvement	Requires Improvement	Adequate	Adequate	Good (94.5%)	n/a
Kent	Good	Good	Requires Improvement	Requires Improvement	Good	Adequate	Good	Good	n/a	Good
Dyfed Powys	Adequate	Adequate	Adequate	Adequate	Requires Improvement	Adequate	Requires Improvement	Adequate	n/a	n/a
GMP	Adequate	Good	Adequate	Adequate	Adequate	Requires Improvement	Adequate	Good	n/a	n/a
Thames Valley	Good	Adequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Adequate	Requires Improvement	n/a	n/a
Surrey	Adequate	Good	Inadequate	Adequate	Adequate	Good	Requires Improvement	Adequate	Requires Improvement (93.4%)	n/a
West Midlands	Adequate	Adequate	Requires Improvement	Inadequate	Inadequate	Inadequate	Requires Improvement	Requires Improvement	n/a	n/a

Forces currently in “engage” phase of HMICFRS monitoring:  
Devon & Cornwall, MPS, Staffs, Wiltshire, **West Midlands**

# PEEL NARRATIVE SUMMARIES



## **LEADERSHIP**

- More focus on how plans translate into operational activity & good performance.
- Progress recorded in action plans was different to what inspection found.
- Some governance processes not identifying demand & risks early enough e.g S&S.
- Too much focus on what is working well.
- Tendency to explain reduced performance in the context of underfunding & high demand.
- Need to focus on how supports the progression of people from under-represented groups.

## **REDUCING CRIME ASSESSMENT**

- Improve work with partners to share information & safeguard victims particularly DA.
- Understand volume repeat Domestic Abuse incidents.
- Improve Stop & Search training in relation to awareness of fair treatment of the public.

## **VICTIM SERVICE ASSESSMENT**

- Improve time to answer emergency and non-emergency calls; responding.
- Identifying repeat victims; and providing advice of crime prevention/preservation of evidence.
- Ensure victims provided with timely updates.
- Recording whether DVPN / DVPO considered.
- Not always using appropriate outcome or supervising outcomes.



# Q1. Crime Data

## Integrity

Force Grade: CDI = **GOOD**

✓ No causes of concern

- |  |               |   |
|--|---------------|---|
| <input type="checkbox"/> All crime (excluding fraud):          | 96.2% (91.5%) | ↑ |
| <input type="checkbox"/> Violent offences:                     | 96.2% (92.7%) | ↑ |
| <input type="checkbox"/> Sexual offences:                      | 94.2% (95.1%) | ↓ |
| <input type="checkbox"/> All other offences (excluding fraud): | 96.30% (n/a)  |   |

### Areas for Improvement:

- ❖ Equality data/Protected Characteristics
- ❖ Improve time taken to record crimes
- ❖ Failing to record ASB (Personal) crimes



### Awaiting National Advice

- ✓ Process Improvement work –Skeleton Crimes
- ✓ Consistently 97% compliance

### Area for Consideration:

- Not always recording crimes against vulnerable people



✓ Low number – ongoing dip sampling



## Q2. Public Treatment

Force Grade: **ADEQUATE**

✓ No causes of concern

### Areas for Improvement:

- ❖ Improve stop & search training and its use;
  - Reasonable Grounds 77.2%:
  - A written explanation should be recorded;
- ❖ Improve internal and external scrutiny:
  - Rotational method of BUS – limited impact



- ✓ Operation Encounter
- ✓ Supervisor Briefings & "Back to Basics" CPD
- ✓ Peer Review to be conducted by Cumbria
- ✓ Student Officer Training Review
- ✓ Local Policing leadership briefings
- ✓ Internal Audits (81%) & Monthly Scrutiny Panel
- ✓ Strategic Oversight – FPP
- ✓ Ongoing work - searching juveniles
- ✓ Review of BUS Panel cases, frequency, digital

### Areas for Consideration:

- Disproportionality – better use of linked find rate data;
- Broader topics in training i.e. MH awareness



- ✓ Spotlight Profile
- ✓ Find rates – within Scrutiny Panels
- ✓ Published Infographic
- ✓ New MH scenarios in Training



# Q3. Prevention and Deterrence

Force Grade: **GOOD**

✓ No causes of concern

Areas for Improvement = none

## Areas for Consideration:

- NPT officers and PCSOs do not feel valued;
- Senior leader visibility;
- Abstraction;
- Vacancy rate (plan to address).



## **PC Vacancy rate**

- ✓ Ongoing formal briefings & informal conversations
- ✓ PCSO recruitment
- ✓ Briefings by Executive
- ✓ Ongoing SLT visibility
- ✓ Post Boards of Supts
- ✓ Abstraction Policy in place



# Q4. Responding to the Public

✓ No causes of concern

Force Grade: **REQUIRES IMPROVEMENT**

- Areas for Improvement:**
- ❖ 999 & 101 calls answer times;
    - Lack of long-term investment/dated systems (being addressed);
  - ❖ Attendance in line with its published times:
    - Should have right level of oversight.
  - ❖ Prompt identification of vulnerability for missing persons/children:
    - (medium risk, supervision, contextual vulnerabilities connected = a missed opportunity to safeguard).

- Areas for Consideration:**
- Crime Prevention/Evidence preservation advice not always given;
  - Identifying repeat victims at 1<sup>st</sup> point of contact;
  - Not informing callers of delays;
  - Inappropriate allocation for appointment;
  - Supervision of Thrive on appointments – only available 8am to 10pm;
  - High rate of non-emergency calls but low rate of incidents;
  - Alternative methods of contact (plan to address).



- ✓ Significant investment in IT - Single OLH; Upgrades (storm, ECHO, telephony)
- ✓ Additional resources
- ✓ 6 step process/escalation & Pacesetter
- ❑ **Response Caseloads/Vacancies in NPT**
- ✓ MFH: New incident codes to categorise, training



- ✓ Continuous Improvement Scrutiny Panel/Learning
- ❑ **Limited resources for ring-backs**
- ✓ Dedicated Diary Coordination Team with Supervision
- ❑ **No predictive capability/rely on manual data mining**
- ✓ SOH, Live Chat

**INNOVATION:** Durham Constabulary makes good use of volunteers to reduce control room demand.





# Q5. Investigating Crime

✓ No causes of concern

Force Grade: **ADEQUATE**

## Areas for Improvement:

- ❖ Isn't always achieving appropriate outcomes:
  - Unacceptable low rate of crimes that are solved;
  - Charge rate declined
- ❖ Incorrectly applying outcomes.



## Areas for Consideration:

- Continue to improve supervision throughout including outcomes.
- Keeping Victims Updated.

## INNOVATION:

- Durham Constabulary is using medical evidence effectively to pursue more evidence-led prosecutions in domestic abuse cases.
- The force is using SmartWater technology to protect victims of stalking.
- The force is improving the digital competence of investigators.

- ✓ Ongoing Scrutiny FPP/OPP
- ✓ Durham ranked 1<sup>st</sup> OBTJ Rate
- ❑ **Declining Charge rate – national issue**
- ✓ Outcomes Team in CMIU to monitor/feedback
- ✓ Risk-based Audit Schedule & Dip Sampling

Note: Supervision & updating victims: HMICFRS Case File Review included cases **pre** Operation Crystal



# Q6. Protecting Vulnerable

Force Grade: **REQUIRES IMPROVEMENT**

✓ No causes of concern

## Areas for Improvement:

- ❖ MASH function struggling with demand:
  - Backlogs in referrals awaiting triage;
  - Minutes of Strategy meetings not added speedily;
  - Out of County enquiries not addressed;
  - Review of demand at senior level;
  - Effective MASH performance framework = delay in sharing with partners
- ❖ Protective Measures (DVPOs & Stalking):
  - Understanding re Highest repeat DA;
- ❖ MARAC & MATAAC:
  - Lower than Safer-lives Recommended;
  - Cases not referred had supervisor review = “concern”;
  - MATAAC resourcing.
- ❖ Clare’s Law – timeliness:
  - No investment in infrastructure;
  - Managed using overtime.

## Areas for Consideration:

- Vulnerability Action Plan & Child Centred Strategy: ensure influencing activity;
- May wish to use existing training to increase awareness of Protective Measures.



- ✓ Additional resources MASH & MATAAC
- ✓ Practitioner Improvement group
- ✓ Civil Orders SPOC; Ancillary Orders Team, Op Chandler
- ✓ New Microsoft product for risk
- ✓ Analysis to understand repeat DA
- ✓ Clare’s Law research by OPCC
- ✓ VGG Action Plan to address
- ✓ Protective Measures in DA training



# Q7. Managing Offenders and Suspects

✓ No causes of concern

Force Grade: **ADEQUATE**

## Areas for Improvement:

- ❖ Ensure Bail is considered as a safeguarding measure (IIOC);
- ❖ RSOs: Single crewing (addressed)
  - Encourage force to review its position on officer allocation, to make sure appropriate resources for highest risk offenders.

## Areas for Consideration:

- No guidance for circulating suspects on PNC;
- RSOs: Backlog of overdue visits and risk management plans not always updated (addressed);
- OCAIT: Use of Search Warrants.

- ✓ Revised guidance for IIOC cases/training
- ✓ Double- crewing guidance refreshed
- ✓ Increased supervisory oversight to monitor

- ✓ Policy being ratified
- ✓ No notable backlog on revisit
- ✓ Position statement with bespoke approach

**INNOVATION:** Durham Constabulary provides support to the families of those under investigation for indecent images of children offences.



## Q8. Serious and Organised Crime

✓ No causes of concern

Force Grade: **OUTSTANDING**

Inspected on a Regional basis (Durham, Cleveland & Northumbria)

REGION = ADEQUATE

**Durham = Outstanding**

Cleveland = Adequate

Northumbria = Good

**Areas for Improvement = none**

### **Areas for Consideration:**

- Gap in training for surveillance skills – national issue (addressed)



# Q9. Building, Supporting & Protecting Workforce

Force Grade: **ADEQUATE**

## Areas for Improvement:

- ❖ Effectiveness & Completion rate of PDR and ensure workforce engagement:
- ❖ Support development & career progression of people from under-represented groups:
  - lack of overall strategy & formal action plan.
  - EDI Team: limited involvement in the design & implementation of internal selection processes;
  - Staff networks believe could offer more support



- ✓ PDR: Working Group; Trial – 2 tier system
- ✓ Completion rate – improved to 46.6% (further to 57.5%)
- ✓ Uplift = increase female officer representation
- ✓ Ethnic minority representation – at Census %
- ✓ Creation of Leadership Team to oversee
- ✓ DEI Team & Staff Association involvement planned

✓ No causes of concern

## Area for Consideration:

- Wellbeing provision for high-risk roles.



- ✓ To adopt Blue Light Framework
- ✓ Increase TIPT practitioner base
- ✓ Develop additional support with NHS
- ✓ High Risk roles identified
- ✓ Re-assessments to commence
- ✓ Review of enhanced support

**INNOVATION:** Durham Constabulary recognises the personal financial challenges faced by officers and staff.



# Q10. Leadership and Force Management

✓ No causes of concern

Force Grade: **ADEQUATE**

## Areas for Improvement

- ❖ Managing demand & demonstrate it has the right resources, processes, or plans in place:
  - Operating model and workforce;
  - Governance structures need to have good quality data & information;
  - data capable of highlighting emerging issues;
  - better understanding of significant unlogged demands to FCR;
- ❖ Prioritise investment in new IT:
  - Plans to replace/ upgrade aging ICT;
  - Systems that have the greatest impact to make full use of data & digital processes;
  - Manual & Time-consuming processes;
  - Lack of capacity (addressing this);
  - Systems don't communicate well with each other.



- ✓ Part of National Risk Forum; creation of risk management guidance
- ✓ Strategic Risk Board
- ✓ Chief Data Officer appointed and draft Data Strategy
- ✓ Training & Development Strategy