



HMICFRS Update

OPM
March 2024



The inspection scope



Providing a service to victims of crime	Crime Data Integrity	Treating the public with fairness and respect	Preventing crime and anti-social behaviour and reducing vulnerability	Responding to the public	Investigating crime	Protecting vulnerable people	Managing offenders and suspects	Building, supporting and protecting the workforce	Leadership and force management*
Not graded	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding
	Good	Good	Good	Good	Good	Good	Good	Good	Good
	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate	Adequate
	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate

2022	2023
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* In 2022 Strategic planning, organisational management and value for money



The inspection scope

	2022	2023
Causes of concern	1	
Areas for improvement	18	11*
Promising practice	2	4

Overview of 2023 Areas for Improvement



Areas for improvement	Improvement Activity
<ul style="list-style-type: none"> Improve the recording of anti-social behaviour 	<p>New process to ensure where a crime is recorded it is allocated appropriately. Monitoring in place through audit schedule</p>
<ul style="list-style-type: none"> Improve recording of equality data. Age and gender are well-recorded, ethnicity and other protected characteristics need to be better recorded 	<p>Op Crystal training in investigations standards is looking to address this along with further development and support to promote data quality.</p>
<ul style="list-style-type: none"> Improve recording of use of force, particularly the use of handcuffs for stop and search 	<p>Quality Assurance of Stop search, use of force, BWV dip sampling are being conducted on a regular basis and discussed at monthly performance meetings along with weekly SMT conversations.</p>
<ul style="list-style-type: none"> The force should continue its improvement in the speed it answers 999 calls 	<p>Force has invested in the Force Control Room and is working towards the target of 90%</p> <p>January 2023 999s 67.2% answered in 10 seconds.</p> <p>January 2024 999s 84.3% answered</p>
<ul style="list-style-type: none"> The force should continue its improvements in initial triage when receiving calls for service 	<p>THRIVE + is now well embedded in the Force Control Room, ongoing input for all FCR and Front counter staff along with quality assurance testing</p>
<ul style="list-style-type: none"> The force doesn't consistency achieve appropriate outcomes for victims 	<p>Investing in Operation Crystal a 3 day training programme aimed at all frontline investigators from PC to Inspecting ranks focussing on raising investigative standards, improving Case File Quality and improving Victim Care. Quality assurance testing will track investigation quality</p>



Areas for improvement	Improvement Activity
<ul style="list-style-type: none">The force needs to make sure it assesses the needs of all victims so they can be properly supported	<p>A new process was in place at the time of the inspection. The latest data indicates Victim Needs Assessment completion to be at 86%. In line with the findings of HIMCFRS inspection, momentum is being maintained in this particular area.</p> <p>The latest data provides assurance in the following areas: VWCM completion – 88% Victim Contact in line with agreed contract – 79% Victim Provided with Information about VPS – 86% Victim Provided With Update – 88% Support Services Offered – 92%</p>
<ul style="list-style-type: none">Effectiveness of professional development reviews – to be consistent and valued by all - Understanding of why officers and staff are planning to leave	<p>A system upgrade will deliver a critical new PDR module to enable changes to the PDR process. This is currently scheduled to be rolled out by September 2024 at which point updated direction and guidance will be issued to the force.</p>
<ul style="list-style-type: none">Fully understand demand and manage demand effectively - Develop business change processes and improve workforce engagement to increase force performance	<p>A 'Say to Stay' pilot has completed and is being analysed to assess the benefits and how we learn lessons to understand why officers and staff are planning to leave.</p>
<ul style="list-style-type: none">The force needs to better understand its demand, so it can manage it more effectively	<p>Mobile technology applications project is being led by the ICT team.</p>
<ul style="list-style-type: none">The force needs to develop its organisational change processes and effectively engage with its officers and staff to improve its performance	<p>Review of change toolkit to ensure that change delivery includes effective force wide communication and engagement</p>



Positive Practice Identified

Promising practice - The force has focused on reducing vulnerability in rural areas

Building confidence to report serious sexual assault - Tilly's story

Development of service directory

Reviewing fitness test requirements for specialist posts (firearms and public order)