

Response from the Police & Crime Commissioner of Devon and Cornwall to [PEEL 2023–2025: An inspection of Devon and Cornwall Police](#)

I am grateful for HMICFRS' thorough inspection of police effectiveness, efficiency and legitimacy in Devon and Cornwall. Inspectorate reports such as this assist me in my duty of holding the Chief Constable to account for the delivery of an efficient and effective police force and I highly value the contribution they make to improving police performance and services for victims and the public.

The inspection report finds the force to be good at 'preventing crime', and adequate at 'protecting vulnerable people', 'developing a positive workplace' and 'police powers and public treatment'. The inspectorate considers that the areas of 'managing offenders' and 'leadership and force management' require improvement, with 'investigating crime' and 'responding to the public' judged to be 'inadequate'.

These judgements mean that while the police are performing effectively in some respects, there are other areas of policing where the people of Devon and Cornwall are not receiving a good enough service.

For several months my recently formed accountability and standards team have been examining how files are prepared for court and how data is collected and used by the force. The findings from this work chime with those of His Majesty's Inspector.

The public must be confident that when they report crime the evidence and information they supply is correctly recorded and used so perpetrators are brought to book and victims receive the justice they deserve. Despite record investment in policing in Devon and Cornwall, this is too often not the case. I am continuing to challenge the force's leadership to improve significantly in this area.

The inspector's recognition of good prevention work holds strong, with us having one of the lowest crime rate areas, but it is extremely disappointing that the force is letting too many victims down, whether with poor response times or a delayed investigation.

I am assured that the force has improved how it manages its offenders and registered sex offenders, and progress has been made to reduce wait times for emergency and non-emergency requests for service. Also, I am pleased the inspector has formally recognised the investment in Devon and Cornwall Police's neighbourhood team and the great work they do.

Following publication of the inspectorate's report, the Chief Constable has provided me with an update on the work undertaken to address all the recommendations and areas for improvement laid out in the inspection report, and this is included below, along with the Chief Constable's own commentary.

As Police and Crime Commissioner my ambition is to give the people of Devon and Cornwall the visible, responsive, crime fighting police force they deserve, and I will continue to challenge the Chief Constable and his leadership team to deliver this.

<p>Publication date: 11 July 2024</p>	<p>PEEL 2023-25 Police Effectiveness, Efficiency and Legitimacy: An Inspection of Devon and Cornwall Police</p>
<p>Chief Constables Comments</p>	<p>I welcome the publication of the report and the acknowledgement of how well the force works with communities to understand their needs, building public trust and confidence, and making our communities safer. We remain committed to delivering community policing with competence, compassion, and common sense to ensure Devon and Cornwall remain among the safest counties in the country.</p> <p>We have listened and responded to HMICFRS feedback on the standards of investigation in Devon and Cornwall Police following our previous PEEL inspection and during the course of this one. As a result, I am pleased to report that good progress has already been made towards meeting the high standards we aspire to. This has included a review of our operating model to create larger and more resilient investigation teams, and ongoing work to address the national shortage of detectives. I acknowledge that we still have work to do to continue to improve, and to ensure these improvements are sustainable in the future.</p> <p>We have been working with the inspectorate for some time now through the Police Performance Oversight Group (PPOG) to address a cause of concern identified in relation to our control room during the previous PEEL inspection. Throughout that process, I have been pleased to receive regular positive feedback on the significant and sustained progress made in this area. The timeframe for the data referenced in the report does not reflect this progress. At the time of the inspection in 2023 the force answered 79.3% of 999 calls within ten seconds, whereas between January to June 2024, the force answered 93.4% of calls within ten seconds. The force remains committed to maintaining these</p>

	high standards and is applying learning acquired through this evolution to deliver improved performance in responding to incidents.	
Recommendation/AFI	Force Response	Acceptance/rejection
Police powers and treating the public fairly and respectfully		
The force should give officers and supervisors more training on reasonable grounds for stop and search	<p>The force commenced mandatory stop and search training in April 2024 with a target audience of all frontline officers and supervisors, including patrol, neighbourhood, pro-active and operations officers, including special constables.</p> <p>As of the 9 July 2024, 1,127 officers and specials had completed the training and a further 374 officers have courses scheduled. The entire target audience will have been trained by September 2024.</p> <p>In addition to the training package, the force continues to deliver stop and search related continuous professional development via annual personal safety training, internal messaging, and the online SharePoint site. This includes best practice guidance.</p>	Accepted
The force should improve how it records its use of force and stop and search data and make sure results are published and accessible on its website	<p>Use of Force and Stop and Search are recorded by officers on their handheld devices, with software called Pronto. Pronto then automatically creates a record within Niche, the forces record management system.</p> <p>Currently, an analyst can produce a performance report using these records. The force has been able to produce stop and search performance data in this</p>	Accepted

	<p>way for six months. This performance data is regularly scrutinised at the Stop and Search Operational Group and force legitimacy panels.</p> <p>A new performance app, which will remove the need for a performance report to be manually generated, is due to be finalised in August 2024. This will provide performance data to all supervisors and managers to enable effective performance management.</p> <p>Since the introduction of Niche, the recording of ethnicity data has significantly improved. The force is ranked within the top quartile nationally for recording ethnicity data in over 90% of stop and search records.</p> <p>Regular publishing of performance data on the force website is due to commence by the end of August 2024.</p>	
<p>Preventing and deterring crime and antisocial behaviour, and reducing vulnerability</p>		
<p>The force should make sure neighbourhood officers aren't diverted from their main duties to manage demand on response teams</p>	<p>The Force has an abstraction policy for neighbourhood officers which requires a local Superintendent to authorise any abstraction where a neighbourhood officer is removed for a whole shift or more from their core duties. This ensures that officers are only abstracted in appropriate circumstances.</p> <p>When any abstraction does take place for a full or partial shift, this is recorded by the officer on a local system and reviewed by the lead for neighbourhood policing. This allows the force to understand the levels of abstractions and the reasons for them, and what steps can be taken to ensure they can be kept to a minimum.</p>	<p>Accepted</p>

	<p>There continues to be a communication plan aimed at reminding officers and staff of the importance of neighbourhood policing, the critical work they do within our communities and the need to protect them from backfilling other departments.</p>	
<p>Responding to the public</p>		
<p>Within three months, Devon and Cornwall Police should improve its processes for answering non-emergency calls so that it answers them without unnecessary delay</p>	<p>The Force has improved its processes for answering non-emergency calls since the time of the data referred to in the report (the 12 months to February 2023). This has included the introduction of a call back service and a ringfencing module whereby the system allocates emergency and non-emergency calls to available operators. Improvements have also been made to the Force’s Interactive Voice Response system and more front offices have been opened to facilitate face to face contact and also handle digital demand.</p> <p>In June 2024, the average wait time for a 101 non-emergency call to be answered was 11 minutes and 1 second (compared to 45 minutes and 50 seconds in June 2023).</p>	<p>Accepted</p>
<p>Within three months, Devon and Cornwall Police should review its governance, oversight, and data processes to understand why the rate of abandoned calls remains high.</p>	<p>The 101-abandonment rate has improved significantly since the time of the inspection. In June 2024, 23.2 per cent of 101 calls were abandoned (compared to 65.2% of calls abandoned in June 2023).</p> <p>The force is currently working with BT to develop a database to better understand caller behaviour when they choose to abandon a call (e.g. the frequency with which calls are being abandoned because a caller waits for too long as opposed to abandoning because they choose to contact the force using another method).</p>	<p>Accepted</p>

<p>The force needs to make sure it answers emergency calls quickly enough</p>	<p>The Force’s local data shows sustained improvements in answering 999 calls. Approximately 90 per cent of these calls are answered within 10 seconds, which meets the national threshold. In June 2024, the Force data shows 89.8% of 999 calls answered within 10 seconds, compared to 82 per cent in June 2023.</p> <p>The introduction of a ringfencing module, which automates the number of agents who are held ready for when 999 calls arrive, as opposed to those to whom 101 calls are sent, has had a significant impact in balancing performance across 999 and 101.</p> <p>HMICFRS utilise BT data which is different to the Force data, and which uses a different measurement. The Force has therefore undertaken an investigation of ICT processes in order to understand, and then reduce, this difference. This includes, for example, changing the timers within our local systems to mirror those in the BT system.</p>	<p>Accepted</p>
<p>The force should make sure ongoing risk is assessed when calls are placed in a queue</p>	<p>The force has introduced a new incident grading of ‘Priority Vulnerable’ (P1) with a 6-hour response time. The use of this grading is based upon the THRIVE assessment of risk, identifying that whilst not needing an ‘Immediate’ or ‘Prompt’ response, these logs require a quicker response than the 48 hours allowed for responding to ‘Routine’ incidents. The P1 grading is being piloted with domestic abuse incidents at the moment, with an average of 55 incidents per week. Options are currently being explored for the expansion of the P1 grading to other areas of business.</p>	<p>Accepted</p>
<p>The force needs to attend calls for</p>	<p>The force has developed a comprehensive improvement plan for attendance</p>	<p>Accepted</p>

<p>service in line with its published target attendance times</p>	<p>times, delivered through a dedicated Task and Finish Group. Strategic leadership is provided by a Chief Superintendent, with tactical and operational leadership provided by a Superintendent and Chief Inspector.</p> <p>Steps are underway to reach over 85 per cent of staff design on patrol teams by September 2024, and an uplift of six additional Blue Light Driving Instructors will increase the availability of those officers to respond to calls for service on blue lights. An additional 130 officers are scheduled to be trained in 2024. The force has increased the patrol fleet by 31 vehicles since January 2024, with an additional 50 scheduled for delivery in the autumn.</p> <p>Further activity is planned in the control room to increase the speed of dispatch with limited information and improve live time data monitoring to allow more for dynamic interventions and movement of resources. Work is ongoing to embed a culture of 'task, not task' across all response resources to ensure the closest and most appropriate resource is deployed to a call for service graded as immediate or prompt. There are further plans to reduce handover times between shifts to prevent performance dips.</p> <p>Resources will be pre-deployed to areas of high demand at peak times and opportunities are being explored for units to automatically show as 'arrived at scene' preventing the need for manual 'arrival' (geofencing).</p> <p>Crime Management Investigation Teams have been established to remove investigative demand from patrol officers, thus freeing up capacity to meet calls for service.</p> <p>Control Room staff scrutinise incidents where attendance targets are missed on a daily basis to understand and address the causes, and patrol Inspectors</p>	
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	<p>scrutinise incidents where attendance time is just outside of limits on a daily basis for the same reasons.</p> <p>These measures have led to a steady upward trajectory in performance:</p> <ul style="list-style-type: none"> • In June 2024 52 per cent of immediate calls were dispatched within five minutes, compared with 32 per cent in June 2023. • In June 2024 65 per cent of immediate calls were attended within 20 minutes, compared with 54 per cent in June 2023. • In June 2024 44 per cent of prompt calls were dispatched within 20 minutes, compared with 24 per cent in June 2023. • In June 2024 65 per cent of prompt calls were attended within one hour, compared with 52 per cent in June 2023. <p>Response times performance will continue to be a focus for the Force Performance Board and geographic and functional performance meetings, with regular scrutiny by the Force Executive Board.</p>	
<p>Investigating Crime</p>		
<p>Within six months, Devon and Cornwall Police should make sure investigation plans are appropriate and that supervisors can make sure all appropriate investigative opportunities are taken</p>	<p>The force has developed an Inspectors’ Audit process with a recurring eight-week cycle to focus on themes or thematic areas. The results and process itself are reviewed after every cycle for potential improvements. The audit results are presented in Force Performance Meetings to enable performance to be scrutinised and actions assigned where improvement is required.</p>	<p>Accepted</p>

	<p>The force is also currently delivering an Operational Leaders training course for supervisors to improve understanding of the requirements for high standards of investigation and victim service.</p> <p>A ‘QlikSense’ supervisor application has been created to assist supervisors in workload management. The force has implemented a comprehensive Investigation Plan and Supervisor Review Template to ensure consistency and quality in investigation and supervision, with a focus on ensuring all appropriate investigative opportunities are taken. Use of the template is monitored via the supervisor application and the quality of the updates provided in the template is scrutinised via the Inspector Audit system which ensures investigators and supervisors receive meaningful feedback.</p> <p>The supervisor application is being developed further to allow monitoring of investigations, safeguarding and victim code compliance by the end of Summer 2024.</p> <p>The force has also developed and implemented a QlikSense workload application to assist officers in monitoring their own occurrences and taskings. This will help supervisors and investigators better manage and prioritise their workloads, leading to more effective investigations.</p>	
<p>Within six months, Devon and Cornwall Police should make sure investigations are carried out without unnecessary delays</p>	<p>A Crime Management Framework is being developed to provide guidance to supervisors to assist with early evidence-based decision making. This will show how an investigation should be managed from report to finalisation and act as guidance to supervisors so show when and how decisions to investigate crime are made. This framework will ensure crimes are finalised more promptly and ensure more focused investigations that can concentrate on opportunities to</p>	<p>Accepted</p>

	<p>secure criminal justice outcomes. This will be supported through the next stage of an ongoing operational leadership programme.</p> <p>The increase in digital media examination has led to some delays in investigations due to a lack of capacity. The force has agreed (with three other Southwest forces) a five-year investment plan for Southwest Forensics that includes an increase in capacity in the Digital Forensics Unit to reduce the delays in examining digital devices. This complements recent investments the force has made to train and equip accredited officers and staff to download mobile phones seized from suspects and victims. The queue in the Digital Forensics Unit reduced by 12 per cent between July 2023 and June 2024 and the new investment is expected to accelerate the reduction further.</p> <p>A system of Inspector Audits has been created to gather individual and aggregate data on the quality of our investigations and to measure progress over time. This includes the identification of delays in investigation and reasons for them.</p> <p>The force is implementing Crime Management Investigation Teams to ensure a prompt response and investigation of crime at a local level. This will ensure a quicker investigative response, especially for victim-based crime.</p> <p>A Supervisor Workload QlikSense app has been created to enable performance data to be scrutinised and ensure that the Supervisor Review Policy is being adhered to. Increasing supervisor oversight on investigations has been shown to improve the timeliness of investigations.</p> <p>National File Standard (NFS) Part 1 training for frontline officers is being rewritten, based on feedback from the earlier courses, and will be rolled out to all remaining investigators by Christmas 2024. NFS training for Sergeants &</p>	
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<p>Within six months, Devon and Cornwall Police should implement appropriate governance and monitoring processes to make sure that the outcomes used are appropriate and comply with force and national policies</p>	<p>The force is currently designing and developing new policies and crime standards processes in relation to how crimes are recorded. This is intended to enable a sustainable review of all high-risk crime coming into the organisation to ensure it is recorded correctly and any hidden or missed crimes are recorded. The decision on which option to implement to achieve this will be made by the end of August 2024.</p> <p>We have recently been able to again provide outcome data to improve our understanding of force performance and this is being scrutinised and monitored at relevant performance meetings, including at the Force Performance Board chaired by the DCC</p> <p>The force is committed to developing a sustainable solution to ensure all crimes are recorded in a timely and accurate manner in accordance with the Home Office Counting Rules. This will involve better use of technology but also</p>	<p>Accepted</p>

	<p>additional training and effective use of current resources to ensure efficient practices are implemented. The training provided so far, and regular scrutiny and audits have enabled the force to achieve approximately 95 per cent compliance in crime data integrity consistently since early in 2024. This has been achieved without employing large numbers of police staff to ensure compliance so is more sustainable.</p> <p>Further training will be provided to frontline supervisors to ensure they understand how to apply an appropriate outcome code and comply with the code of practice for victims of crime in relation to consultation with victims prior to outcome decisions being made.</p> <p>The proposed new crime standards processes will also, once agreed and implemented, ensure an audit is completed at the finalisation stage to ensure the correct outcome is applied as per the Home Office Counting Rules. This will be achieved through the Force’s Crime Registrar and the Crime Standards Unit.</p> <p>A new Command for Criminal Justice, Custody and Reducing Reoffending Command has been set up to govern this area of business and deliver the improvement required.</p> <p>The force has assigned a member of the Executive Team to oversee delivery of the required improvements.</p>	
<p>Within six months, Devon and Cornwall Police should make sure a victim contract is completed and a victim needs assessment is carried out where appropriate.</p>	<p>The force has a dedicated Victim Care Unit (VCU) who provide support to ALL victims and witnesses who request assistance. The VCU provide initial training and continuing professional development inputs to other departments to ensure officers and staff understand the process of completing a Victim Needs Assessment (VNA). The training was completed in July 2024 and impact is being</p>	<p>Accepted</p>

	<p>monitored via VCoP compliance data and qualitative assessment through inspectors’ audits.</p> <p>The force has created a QlikSense supervisor application, which includes data on VNAs and victim contact to allow tracking of occurrences where this has and has not been completed. This allows performance management of these areas and improvements to be tracked as part of the force performance data pack, which are monitored in force and departmental performance meetings.</p> <p>A Forcewide system of audits completed by Inspectors every week check compliance against the Victims’ Code of Practice (VCoP). This allows scrutiny of the qualitative and quantitative compliance with VCoP as well as being able to track improvements in the quality of our service to victims. The audits ensure inspectors give qualitative feedback to investigators and allow the force to track performance over time, including trends and themes to inform training and identify areas for improvement. Findings from March 2023 indicated an improvement in overall victim management compared with December 2023 following the first round of inspector audits. Data showed significant increases in compliance with VCoP on audit crimes. The proportion of crimes audited with a completed VNA had increased by 11 per cent and the overall proportion of records including a Victim Contact Plan had increased by 13 per cent.</p>	
<p>The force doesn’t consistently achieve appropriate outcomes for victims</p>	<p>The force has reduced the number of crimes awaiting a crime outcome by 73 per cent in the last nine months, with remaining crimes to be completed by the end of 2024.</p> <p>The force is committed to ensuring the Victim’s Code is complied with in every case and as part of that we are ensuring that training clearly states the</p>	<p>Accepted</p>

	<p>requirement to record the victim’s views and to ensure that investigators are considering them when determining the appropriate investigation outcome.</p> <p>Performance data is now available for scrutiny in a Supervisor Workload application to ensure compliance with the Victim’s Code.</p> <p>A Forcewide system of audits completed by inspectors provides a qualitative assessment of victim contact and ensures their views have been obtained and recorded before deciding an outcome.</p> <p>Performance data related to achieving appropriate outcomes for victims has just been switched back on and is now a focus for the Force Performance Board and geographic and functional performance meetings, with regular scrutiny by the Force Executive Board. The force is working to understand why more cases don’t receive positive outcomes through the Force Performance Board and then target activity to address these causes.</p>	
<p>Protecting Vulnerable People</p>		
<p>The force should make sure it applies consistent domestic abuse secondary risk assessment gradings and provides full information about vulnerable children and adults in referrals to social care partners</p>	<p>The force successfully implemented a new system to improve the timeliness of all of its referrals except domestic abuse in September 2023. Following a period of review to ensure sustainability, a project to improve the review of domestic abuse risk assessments began in December 2023. The project has developed a number of proposals to achieve a secondary review across all risk gradings. This includes bringing domestic abuse Public Protection Notices (PPNs) into the Central Safeguarding Team, where all the other secondary risk assessments for PPNs are completed. If this approach is agreed, implementation of a solution will take approximately 12 months, alongside the necessary interrelated</p>	<p>Accepted</p>

	<p>changes, including within HR. This work will ensure the consistent secondary review of domestic abuse and all other PPN -related risk assessments.</p> <p>The force has implemented a new process for identifying cases where the information provided in a safeguarding referral is insufficient so that feedback be provided to those submitting them, and to capture trends and themes to shape the training and identify areas for further improvement that will then be rolled out to staff.</p> <p>The force has delivered mandatory training on safeguarding referrals to all frontline officers and staff. Data shows early improvements since the inspection and there is ongoing work to expand the support offered when providing qualitative feedback to officers and staff.</p>	
<p>The force should make sure its management and oversight of the Domestic Violence Disclosure Scheme means disclosures are made within statutory time frames</p>	<p>A QlikSense application was created in February 2024 to present performance data on each stage of the Domestic Violence Disclosure Scheme process so it is clear how long each stage is taking and adherence to the 28-day statutory time frame can be maintained. For example, demand data shows Right to Ask applications to have tripled within the last two years. The application will be updated by the end of August 2024 to show how long it takes on each stage of the DVDS process and how long it takes to make a disclosure overall. The data is part of the force performance data pack and monitored within the force performance board and by the Protecting Vulnerable People and frontline Commanders to improve timeliness.</p>	<p>Accepted</p>
<p>Managing Offenders & Suspects</p>		

<p>The force should improve its governance and approach to managing suspects and wanted persons</p>	<p>This data is now scrutinised in Criminal Justice Senior Leadership Team meetings, and we have developed a new section of a QlikSense offender management application to improve the force’s understanding of this issue. This was recently introduced to all commanders who have undertaken to use it to tighten up bail and released under investigation processes in their performance meetings. The data will come back into the Executive Board to monitor improvements. Further improvements will be developed in the autumn and will be included in future Sergeant training days.</p>	<p>Accepted</p>
<p>The force should make sure it shares safeguarding information with local authorities at the earliest possible opportunity, before enforcement action, to effectively safeguard children from serious harm</p>	<p>The Paedophile Online Investigation Team (POLIT) had a policy that safeguarding information about children must be shared as soon as practicable and in any case within 48 hours of receipt. The force recognises that the reference to 48-hours caused some confusion, and this has now been removed from the policy. All investigators have been briefed on the new policy that safeguarding information must be submitted as soon as practicable. This is scrutinised during supervisor reviews and dip sampled by the POLIT Detective Inspector with the results scrutinised at the Public Protection Unit Performance Meeting and the Protecting Vulnerable People Board.</p>	<p>Accepted</p>
<p>The force should make sure it addresses internal delays, adheres to time frames and shares intelligence effectively</p>	<p>The force has eliminated a backlog in files in the Criminal Justice Unit and files have been consistently progressed within 28 days since April 2024. The force has agreed (with three other Southwest forces) a five-year investment plan for Southwest Forensics that includes an increase in capacity in digital forensics to reduce delays in examining digital devices. This complements recent investments the force has made to train and equip accredited officers and staff to download mobile phones from suspects and victims. The performance data</p>	<p>Accepted</p>

	<p>for digital and other forensic examination will be scrutinised in force performance meetings to identify and mitigate delays.</p> <p>The force is working to implement a way to automate the notification of new intelligence, or occurrences linked to a suspect, to ensure safeguarding and risk mitigation activity is undertaken promptly when this is received. This will be monitored through supervisor reviews and as part of the Crime, Justice and Vulnerability Board.</p> <p>There has been a recent change to NPCC guidelines regarding a tiered operational response with the Kent internet risk assessment tool used as a risk assessment tool to inform risk in online child abuse and exploitation. There has been marked improvement in the timeliness of warrants actioned both for high-risk cases in Paedophile Online Investigation Team (POLIT), medium risk cases in the Public Protection Unit (PPU) and lower risk cases in CID within the last year; 100 per cent of investigations in POLIT and 85 per cent of investigations in PPU and CID already meet the new timescales.</p> <p>The force has recently increased the number of investigators within POLIT so that by the end of 2024 all online child sexual abuse investigations can be managed within that team. This will further improve timeliness and the quality of those investigations.</p>	
<p>Building, Supporting and Protecting the Workforce</p>		
<p>The force must effectively balance operational needs with supporting the welfare of its officers and staff</p>	<p>The force is committed to supporting the welfare of its officers and staff, while delivering the best possible service for the public. To achieve this, a comprehensive wellbeing programme is available to all officers and staff. This includes activities which are available to all, such as Resilience Courses which</p>	<p>Accepted</p>

	<p>have been running for several years. These courses have been attended by 360 people in the last six months alone and receive consistently very positive feedback. A rolling programme of 10 Talk Cafes each month focus on specific wellbeing challenges which are well attended and also receive positive feedback. Another examples is the ongoing delivery of Mental Health for Managers, an excellent programme to upskill managers to support their people through life’s challenges. Alongside this the Wellbeing Team provide over 50 direct inputs to teams across the force every quarter, responding to specific requests and providing targeted support.</p> <p>These interventions are well signposted and evaluated but further work is ongoing to understand how they are used and to address cases where people are either unaware of what is available, or don’t feel able to access it.</p> <p>The wellbeing program sits alongside programmes to manage operational need and adjust how services are delivered by for example ensuring staff are supported through changes and that our people’s wellbeing is a central consideration in how we deliver policing services. This includes change programs such as such as Project Synergy, which is aimed at improving the Forcewide framework for investigations, and the changes being delivered through the introduction of Crime Management Investigation Teams.</p>	
<p>The force must make sure officers have effective support from their supervisors to support their well-being, welfare, and development</p>	<p>The force has above national average supervisory ratios and is committed to providing quality supervision across the force area. A program of operational supervisor development has recently been delivered to build on previous training and continuing professional development. All operational supervisors have been through Day One of this program and will attend Day Two in the autumn. Day One feedback has been positive, with high attendance levels, good</p>	<p>Accepted</p>

	<p>senior leader representation and any learning feeding into the design for Day Two.</p> <p>A Leadership Pledge is being rolled out to ensure absolute clarity of expectations for our supervisors across the force and what the force is committing to provide to enable leaders to achieve these expectations.</p>	
Leadership and Force Management		
<p>The force should make sure leaders at all levels are visible, so officers and staff are appropriately supported</p>	<p>The force is committed to increasing visibility of leaders. The initial stages of this include a specific action over the summer period when we recognise that our staff are facing significant increases in demand. This includes an expectation that officers of Chief Inspector rank and above will attend an operational briefing each week and do a duty shift over the summer period.</p> <p>To ensure long term improvement in this area, all senior leadership teams have been tasked to consider what steps can be taken in their area of business. This will ensure a targeted approach guided by working practices and distribution of staff in different departments. Organisational changes such as the co-location of investigators will increase leadership visibility to ensure officers and staff are supported.</p>	Accepted
<p>The force should do more to understand demand in all areas of the force and how to support the workforce effectively</p>	<p>The force has benefited from targeted work to understand and respond to demand in specific areas. This has included software to balance demand across staff in the control room to effectively improve performance in answering both 101 and 999 calls for service. Project Synergy (PIP2) and Project Cornerstone (PIP1) are ongoing projects that will report into a new Investigation Quality</p>	Accepted

	<p>Assurance Board from September 2024. This will ensure all investigation improvement work across the force is aligned.</p> <p>The force acknowledge that further work is required to understand demand on a Forcewide basis and will look at the experience of forces identified by HMICFRS as examples of good practice in demand management to achieve meaningful and sustainable change.</p> <p>The Force Performance Board and local performance meetings are providing scrutiny of investigative and supervisor updates to ensure these continue to improve. Since monitoring began in January there has been a reduction in overall workload demand.</p>	
<p>The force should make sure its investment in systems and processes improves productivity</p>	<p>The force has an Enterprise Resource Planning (ERP) optimisation programme. This is overseen by the ERP Board, with budget and governance approvals closely aligned to the business change portfolio. Phase one of the programme is under way, with process redesign of purchase to pay (P2P) and pro-active authorisation of police staff overtime.</p> <p>Phase two is being prioritised for progression, with a paper going to the Business Change Board to agree budget in September.</p> <p>The over-arching key principle of the programme is around delivering business efficiencies and cashable efficiency savings from streamlined business processes.</p> <p>A number of efficiency reviews are underway at present across the Force, and one core aspect of these is prioritising which areas could make best use of robotic process automation in providing a more efficient and effective way of</p>	<p>Accepted</p>

	<p>dealing with process demands. These areas are prioritised based on outcomes and efficiencies and tracked through the force’s business change programme.</p> <p>The force is also working with Regional and National Forces exploring further efficiency through the use of artificial intelligence and we have a proof of concept already underway, looking at our crime recording processes and how the use of AI may support improved recording</p> <p>The force is also developing its strategic planning approach to determine change into the future. This includes greater alignment between the Force Management Statement, the Force Management Risk Register (FMRR) and development of the Force Management Prioritisation Assessment – managed through a strategic planning board – such that investment and development are co-ordinated and governed to ensure they are in alignment with those areas of greatest priority and also return improved efficiency and effectiveness in meeting the needs of the public</p>	
<p>The force needs to improve its governance of overtime and time-off-in-lieu spending</p>	<p>The force has adopted a new overtime strategy for 24/25, which continues to reduce the spend compared with previous years. Additional control measures have been put into place, including tighter controls in software systems and a policy that only Inspectors may authorise overtime (save a few notable exceptions). In addition, only Superintendents may authorise return from annual leave, or to substitute bank holiday.</p> <p>A new monthly information pack was introduced in 23/24 and new executive information pack is being developed for 24/25. This will help improve understanding and scrutiny of performance in this area.</p>	<p>Accepted</p>

	<p>An overtime QlikSense app is being upgraded to ensure it covers all relevant information. This is work in progress and delivery is anticipated towards the end of the calendar year.</p> <p>The force has developed a proposal to reinvigorate its demand model, which is the calculation of how many officers should be rostered at any one time to keep pace with predicted demand. This will be refreshed across our volume and serious crime (CID) teams and initial response. We have also recently undertaken a comprehensive review of the demand and staffing required in custody, as part of the custody review. This work will continue to progress over the coming months.</p> <p>In relation to time off in lieu (TOIL), an options paper was considered at the Strategic Planning Board in April 2024. As a result, different software is being utilised to improve the information available around TOIL claims, which in turn will improve the force's ability to understand and manage this spending. The force is also in consultation with the staff associations to develop an agreed process for management of TOIL balances.</p>	
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