



Meeting	Audit, Risk and Assurance Committee
Date	20 November 2024
Location	Video Conference
Title of Paper	PEEL Practice Compendium
Presented By	Rachael Nicolson, Policy Advisor
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Scottish Police Authority Compendium of UK Operational Policing Practice August 2024

PURPOSE

To provide the Audit, Risk and Assurance Committee (ARAC) with an update on:

- work conducted by SPA Corporate Staff to compile a UK Compendium of recognised innovative, highly effective or efficient practice and policy in Operational Policing.

The paper is presented in line with the corporate governance framework of the Scottish Police Authority (SPA) and Audit, Risk and Assurance Committee (ARAC) terms of reference and is submitted for discussion.

1 BEST VALUE BACKGROUND AND CONTEXT

1.1. The recently received initial guidance on assessing best value in the Policing of Scotland developed by HM Inspectorate of Constabulary in Scotland (HMICS) and Audit Scotland refers to the following role carried out by the Authority:

- Leaders demonstrate effective and visible leadership in driving continuous improvement and transformational change and in supporting the achievement of strategic objectives.

1.2. In addition to this bespoke guidance, Scottish Government Guidance published its [Statutory Guidance in 2020](#), which is complementary to the functions of [the Scottish Police Authority](#).

1.3. This best value guidance includes a number of references pertinent to the approach recommended to the Committee for endorsement:

- Duties to secure continuous improvement in performance.
- Effective leadership which drives continuous improvement.
- Learning from the performance of others, informs review and the development of strategies and plans.
- Decisions on allocating resources are evidence based.
- The use of self-evaluation to identify areas for improvement including comparative analyses to benchmark.

2 COMPENDIUM DEVELOPMENT AND PROPOSED UTILITY

2.1. The Authority and Police Scotland have jointly developed a performance data focused benchmarking framework in partnership with the College of Policing. As a complementary workstream, the Authority's Strategy and Performance Directorate was tasked to identify a comprehensive best practice guide for UK operational policing drawing on published or inspected areas of practice.

2.2. After discussions with HMICS, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing and Association of Police and Crime Commissioners (APCC) it was concluded that such a comprehensive guide had not yet been produced.

2.3. The Compendium contained in Appendix A presents the first stage of what is intended to be a live and maintained guide to meet this requirement. This Compendium documents innovative practice across the operational policing themes and business areas utilised by HMICFRS in their [Force PEEL Reports](#). These examples are described as innovative irrespective of the overall assessment of that police service or assessment area. Capturing all in the [2021-22](#)

[PEEL framework](#) and [2023-25 PEEL framework](#), the Compendium captures the inspection of all police services in England and Wales. This iteration includes the latest inspection completed at time of writing, which is that of the Humberside Police, published on 16 October 2024.

- 2.4. The Compendium has been shared with Police Scotland Senior Directors and Officers working in both the Operation Evolve: Revised Model of Policing and Analysis and Performance Business Areas. The utility of the Compendium has been recognised and supported. This is in terms of its function in providing a rigorous evidence base, on which to assess and explore opportunities to progress knowledge exchange and continuous improvement, through learning with UK policing forces demonstrating excellence in specific operational areas.
- 2.5. There is an opportunity for this Compendium, and subsequent revisions, to provide an evidence base for knowledge exchange and continuous improvement across UK policing and beyond..
- 2.6. Key to demonstrating best value for public monies in Scotland is the ability to show a drive toward continuous improvement, a focus on learning and the pursuit of excellence in service to the citizens of Scotland. This Compendium is presented to assist this aim.

3 FINANCIAL IMPLICATIONS

- 3.1. There are no direct financial implications in this report, however the endorsement and use of this product optimise the ability of the policing system to be able to demonstrate the use of public monies to deliver best value.

4 PERSONNEL IMPLICATIONS

- 4.1. There may be implications as a result of learning from other forces that improve the impact delivered by Police Officer or Staff. implications in this report.

5 LEGAL IMPLICATIONS

- 5.1. There are no foreseen legal implications in this report.

6 REPUTATIONAL IMPLICATIONS

- 6.1. There are reputational implications in this report regarding the policing systems ability to demonstrate that it is focused on continuous learning and improvement.

7 SOCIAL IMPLICATIONS

- 7.1. There are potential social implications in this report as it underpins improvement in the service provided to communities.

8 COMMUNITY IMPACT

- 8.1. There are potential community implications in this report as it underpins improvement in the service provided to citizens.

9 EQUALITIES IMPLICATIONS

- 9.1. There are no direct equality implications in this report.

10 ENVIRONMENT IMPLICATIONS

- 10.1. There are no direct environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this paper.

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SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA

UK Policing Compendium of Operational Practice

Version 1.2

Dated 25 October 2024

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Review of Published UK Policing Best Practice

Context, Background and Strategic Alignment

The Scottish Police Authority ('the Authority') has previously completed work with Police Scotland and the College of Policing on benchmarking policing operational metrics with similar Forces across the UK to provide opportunities for learning from different or innovative approaches to practice and policy.

This complimentary strand of work seeks to further develop a foundation for knowledge exchange and learning. This review presents a compendium of areas of potentially effective, efficient, innovative or pioneering practice from elsewhere in the UK which could inform evidence-based learning across the policing system. It does so by reviewing examples assessed or referenced as effective or efficient operational policing practices from reports published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

This work aims to compare Police Scotland's current practices, whether consistent nationwide or tailored by region, to assess its best value achievement. It also seeks to enhance service delivery through knowledge exchange and learning from other UK Forces.

The statutory guidance on best value in Scotland makes specific reference to the following:

- Duties to secure continuous improvement in performance.
- Effective leadership which drives continuous improvement.
- Learning from the performance of others, informs review and the development of strategies and plans.
- Decisions on allocating resources are evidence based.
- The use of self-evaluation to identify areas for improvement including comparative analyses to benchmark.

The statutory guidance on best value in Scotland refers to the following role carried out by the Authority:

- Leaders demonstrate effective and visible leadership in driving continuous improvement and transformational change and in supporting the achievement of strategic objectives.

This compendium will therefore help the Authority oversee continuous improvement in Police Scotland's services. It will ensure the Authority meets legal requirements to support ongoing progress and hold the Chief Constable accountable for policing in Scotland. This review will be most useful when used alongside efforts to enhance policing based on the Police Scotland 2030 Vision.

It should be acknowledged that Police Scotland may already have similar, better or best practice in some areas referenced in this review. Police Scotland has not been assessed under the PEEL framework by HMICFRS or as part of this exercise.

HMICFRS PEEL Reviews

This compendium has been informed by the Police effectiveness, efficiency and legitimacy (PEEL) reviews that are published by HMICFRS. 43 inspections under the [2021-2022 PEEL](#) framework have been considered in the first section of this paper. This overview is available in Section 1.

Further to this, 25 inspections under the [2023-2025 PEEL](#) framework have been assessed and are contained in Section 2. Together, these 67 inspections capture recent innovative practice across England and Wales captured by HMICFRS. This compendium will continue to be updated on a regular basis to maintain an up-to-date reference reflecting operational practice across the UK.

This document is aligned with the operational practice categorisation used by HMICFRS and is sectioned to allow the examination of related practice from across Forces under these headings.

Innovative Practice Review

Through [PEEL Inspections](#), all Police Forces are graded across eight areas:

- Engaging with and treating the public with fairness and respect
- Preventing crime and antisocial behaviour
- Responding to the public
- Investigating crime
- Protecting vulnerable people
- Managing offenders and suspects
- Building, supporting and protecting the workforce
- Strategic planning, organisational management and value for money

Some Forces are also graded against the areas of: Recording data about crime, Providing a service to victims of crime, Tackling workforce corruption, and Disrupting serious organised crime. Not all Forces will be inspected or will received a grading against these areas.

When a grade is given for an area, the PEEL scale is as follows:

Outstanding, Good, Adequate, Requires Improvement or Inadequate.

HMICFRS also provides an assessment of the service provided to victims by Police Forces which is not graded.

In addition, HMICFRS considers areas of innovative or pioneering practice. This initial proof of concept exercise provides a high-level overview of the effective, innovative and pioneering practice discussed across the PEEL 2021-22 and PEEL 2023-25 Inspections that have been undertaken at the time of writing.

It is important to note that whilst HMICFRS may highlight an area of innovative or pioneering practice in a particular area, this is not necessarily reflected in the overall grading provided.

Section 1: Overall PEEL Inspection Gradings of Police Forces 2021-2022

Below is a summary of the high level HMICFRS findings, providing an overview of overall gradings.

Constabulary Name	Providing a service to the victims of crime	Recording data about crime	Engaging with and treating the public with fairness and respect	Preventing crime and anti-social behaviour	Responding to the public	Investigating crime	Protecting vulnerable people	Managing offenders and suspects	Disrupting serious organised crime	Building, supporting and protecting the workforce	Tackling workforce corruption	Strategic planning, organisational management and value for money
Avon and Somerset Police	Ungraded	Requires improvement	Outstanding	Adequate	Requires improvement	Requires improvement	Adequate	Requires improvement	Ungraded	Good	Ungraded	Good
Bedfordshire Police	Ungraded	Not inspected	Good	Good	Requires improvement	Requires improvement	Adequate	Outstanding	Good	Good	Ungraded	Good
Cambridgeshire Police	Ungraded	Good	Adequate	Adequate	Requires improvement	Requires improvement	Good	Adequate	Inadequate	Good	Ungraded	Good
Cheshire Constabulary	Ungraded	Adequate	Good	Good	Requires improvement	Adequate	Adequate	Requires improvement	Adequate	Good	Requires improvement	Adequate
City of London Police	Ungraded	Not inspected	Good	Requires improvement	Good	Adequate	Adequate	Requires improvement	Requires improvement	Adequate	Requires improvement	Requires improvement
Cleveland Police	Ungraded	Good	Adequate	Inadequate	Adequate	Requires improvement	Requires improvement	Adequate	Adequate	Requires improvement	Adequate	Inadequate
Cumbria Police	Ungraded	Not inspected	Adequate	Adequate	Adequate	Good	Good	Outstanding	Requires improvement	Good	Requires improvement	Adequate
Derbyshire Constabulary	Ungraded	Adequate	Adequate	Adequate	Requires improvement	Requires improvement	Requires improvement	Adequate	Adequate	Requires improvement	Not inspected	Requires improvement
Devon and Cornwall Police	Ungraded	Inadequate	Adequate	Good	Inadequate	Requires improvement	Adequate	Inadequate	Ungraded	Good	Not inspected	Requires improvement
Dorset Police	Ungraded	Not inspected	Adequate	Good	Requires improvement	Requires improvement	Adequate	Adequate	Ungraded	Good	Requires improvement	Adequate
Durham Constabulary	Adequate	Not inspected	Good	Good	Good	Good	Good	Good	Outstanding	Good	Not inspected	Outstanding
Dyfed-Powys Police	Adequate	Adequate	Requires improvement	Good	Good	Adequate	Good	Adequate	Adequate	Good	Not inspected	Adequate
Essex Police	Ungraded	Not inspected	Good	Adequate	Requires improvement	Adequate	Adequate	Adequate	Good	Good	Good	Good
Gloucestershire Constabulary	Inadequate	Inadequate	Good	Good	Inadequate	Inadequate	Inadequate	Adequate	Good	Good	Not inspected	Inadequate
Greater Manchester Police	Ungraded	Adequate	Requires improvement	Requires improvement	Inadequate	Inadequate	Requires improvement	Requires improvement	Good	Inadequate	Ungraded	Requires improvement
Gwent Police	Ungraded	Not inspected	Adequate	Good	Inadequate	Requires improvement	Requires improvement	Good	Ungraded	Adequate	Adequate	Adequate
Hampshire and Isle of Wight Constabulary	Ungraded	Good	Good	Requires improvement	Requires improvement	Adequate	Adequate	Adequate	Ungraded	Good	Ungraded	Adequate
Hertfordshire Constabulary	Ungraded	Not inspected	Good	Good	Requires improvement	Adequate	Adequate	Adequate	Good	Adequate	Ungraded	Adequate
Humberside Police	Ungraded	Adequate	Outstanding	Outstanding	Good	Good	Outstanding	Outstanding	Ungraded	Outstanding	Requires improvement	Outstanding
Kent Police	Ungraded	Outstanding	Good	Good	Requires improvement	Requires improvement	Adequate	Requires improvement	Good	Good	Adequate	Good
Lancashire Police	Ungraded	Not inspected	Good	Good	Adequate	Requires improvement	Good	Good	Good	Good	Good	Good
Leicestershire Police	Ungraded	Outstanding	Good	Outstanding	Adequate	Adequate	Outstanding	Good	Outstanding	Good	Ungraded	Good

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Constabulary Name	Providing a service to the victims of crime	Recording data about crime	Engaging with and treating the public with fairness and respect	Preventing crime and anti-social behaviour	Responding to the public	Investigating crime	Protecting vulnerable people	Managing offenders and suspects	Disrupting serious organised crime	Building, supporting and protecting the workforce	Tackling workforce corruption	Strategic planning, organisational management and value for money
Lincolnshire Police	Ungraded	Requires improvement	Adequate	Adequate	Requires improvement	Requires improvement	Adequate	Requires improvement	Requires improvement	Adequate	Ungraded	Requires improvement
Merseyside Police	Adequate	Good	Good	Good	Good	Good	Good	Good	Outstanding	Good	Not inspected	Good
Metropolitan Police	Ungraded	Adequate	Adequate	Good	Inadequate	Requires improvement	Requires improvement	Requires improvement	Adequate	Requires improvement	Not inspected	Requires improvement
Norfolk Constabulary	Ungraded	Not inspected	Requires improvement	Good	Adequate	Adequate	Adequate	Good	Requires improvement	Good	Not inspected	Outstanding
North Wales Police	Ungraded	Not inspected	Adequate	Good	Good	Requires improvement	Adequate	Adequate	Inadequate	Good	Adequate	Adequate
North Yorkshire Police	Ungraded	Not inspected	Good	Not inspected	Requires improvement	Requires improvement	Requires improvement	Adequate	Ungraded	Requires improvement	Ungraded	Inadequate
Northamptonshire Police	Adequate	Not inspected	Requires improvement	Adequate	Requires improvement	Adequate	Requires improvement	Requires improvement	Adequate	Requires improvement	Not inspected	Requires improvement
Northumbria Police	Ungraded	Adequate	Good	Good	Requires improvement	Good	Good	Good	Good	Good	Adequate	Good
Nottinghamshire Police	Ungraded	Requires improvement	Adequate	Adequate	Adequate	Good	Good	Adequate	Adequate	Adequate	Good	Adequate
South Wales Police	Ungraded	Not inspected	Adequate	Good	Good	Good	Requires improvement	Adequate	Ungraded	Adequate	Good	Good
South Yorkshire Police	Ungraded	Good	Good	Outstanding	Adequate	Good	Outstanding	Good	Ungraded	Good	Adequate	Outstanding
Staffordshire Police	Ungraded	Requires improvement	Requires improvement	Adequate	Inadequate	Inadequate	Requires improvement	Inadequate	Requires improvement	Requires improvement	Adequate	Requires improvement
Suffolk Constabulary	Requires improvement	Not inspected	Good	Good	Adequate	Adequate	Adequate	Good	Good	Good	Not inspected	Good
Surrey Police	Ungraded	Not inspected	Good	Outstanding	Adequate	Good	Good	Requires improvement	Ungraded	Adequate	Not inspected	Adequate
Sussex Police	Ungraded	Inadequate	Good	Good	Inadequate	Requires improvement	Adequate	Adequate	Ungraded	Adequate	Ungraded	Adequate
Thames Valley Police	Ungraded	Good	Good	Adequate	Requires improvement	Adequate	Adequate	Good	Ungraded	Adequate	Ungraded	Requires improvement
Warwickshire Police	Ungraded	Not inspected	Adequate	Adequate	Requires improvement	Requires improvement	Adequate	Requires improvement	Requires improvement	Adequate	Adequate	Adequate
West Mercia Police	Ungraded	Not inspected	Adequate	Good	Requires improvement	Requires improvement	Adequate	Adequate	Inadequate	Adequate	Ungraded	Requires improvement
West Midlands Police	Requires improvement	Good	Good	Good	Adequate	Requires improvement	Requires improvement	Adequate	Good	Adequate	Not inspected	Good
West Yorkshire Police	Adequate	Not inspected	Outstanding	Outstanding	Good	Adequate	Good	Good	Outstanding	Good	Not inspected	Outstanding
Wiltshire Police	Ungraded	Not inspected	Requires improvement	Requires improvement	Inadequate	Requires improvement	Inadequate	Requires improvement	Ungraded	Requires improvement	Not inspected	Inadequate

OPERATIONAL PRACTICE AREA ONE: Engaging with and treating the public with fairness and respect

This area of assessment considers how Police Forces interact with the public, giving particular focus to how Police Forces use stop and search, and use of force.

The effective, efficient, innovative and pioneering practice identified by HMICFRS in this area largely focused on the scrutiny processes that Forces have put in place for stop and search. Durham Constabulary established a BUS Panel (BAME arrest, Use of force and Stop and Search) with the Office of the Durham Police and Crime Commissioner which regularly reviews all arrests of people from a BAME background; the use of stop and search; and the use of force. Lancashire Police and West Yorkshire Police also work with members from different ethnic and religious communities to address inequalities in policing.

Other areas of practice recognised by HMICFRS include improving and monitoring the use of body-worn video (BWV) by Cleveland Police, Durham Constabulary, Hampshire & the Isle of Wight Constabulary, Northumbria Police, South Yorkshire Police, and Warwickshire Police.

30 examples of innovative practice have been captured across the 43 inspections; these are outlined in the table below.

Force (grading)	Objective	Detail	Outcome
Avon and Somerset Constabulary (Outstanding)	To use methods to communicate with communities face-to-face and digitally.	The constabulary, with other organisations including the local authority, has worked with its communities to tackle crime, including working with schools and young people to identify where children were likely to be groomed for knife crime. This work led to improved awareness. Other campaigns include fraud prevention, raising awareness of drink spiking and the 'It's not ok' campaign, which targets misogyny and its related behaviours.	HMICFRS note that this work led to raised awareness around knife crime and of drink spiking.
City of London Police (Good)	To understand how to use stop and search powers fairly and respectfully	Officers have been specifically trained to observe situations and then use advanced communication skills to identify who they should search and for what reason. The grounds, or justification, for the searches they conduct are nearly always reasonable and have a very high rate of finding items on those searched, compared to other officers.	HMICFRS found the Force has taken this tactic, which was originally developed to counter terrorism, and are now using it effectively in everyday policing operations and deployments. 24 other Forces in England and Wales have followed this practice.
Cleveland Police (Adequate)	Understanding and improving the way it uses force.	Cleveland makes use of BWV to improve how it treats the public. The Force's review and assurance team views samples of cases where use of force is not known to have been used but might have been expected. This helps the Force better understand how consistent officers are in reporting their use of force.	The process has had a positive effect on officers' understanding of when to report using force. In the year ending 31 March 2021, there was a 37% increase in recorded use of force incidents compared to the previous year.
Durham Constabulary (Good)	To scrutinise arrests of people from black, Asian or minority ethnic (BAME) backgrounds, and its use of force and stop and search	The BUS (BAME arrest, Use of force and Stop and Search) Panel was set up with the Office of the Durham Police and Crime Commissioner. Members regularly review all arrests of people from a BAME background; the use of stop and search; and the use of force.	The Force presents information on the incidents selected for review, including supporting documents and any BWV footage. It uses the feedback from the panel to identify any training/development gaps or problems.

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Force (grading)	Objective	Detail	Outcome
Durham Constabulary (Good)	To provide all supervisors with innovative leadership, wellbeing and inclusion training.	This five-day classroom-based course, designed with the support of Durham University, examines, among other things, why people behave as they do.	Supervisors can recognise problems and intervene to prevent unfairness and shows that the Force is committed to promoting fairness and inclusion.
Durham Constabulary (Good)	To review BWV footage of incidents involving the use of force to make sure that officers behave fairly and appropriately	Officers must use their BWV devices to record incidents that are likely to lead to conflict. Use of force is recorded in line with national guidance. Staff from the professional standards department and personal safety trainers dip sample incidents where force is used.	This allows Durham Constabulary to address any problems with individuals or to update officer training. By referring to the use of force records and video footage, the Force assures itself that officers are behaving fairly and appropriately.
Gloucestershire Constabulary (Good)	To improve its compliance with the National Police Chiefs' Council (NPCC) Use of force recording requirements.	The Force has introduced a new process which generates an automatic email from its custody system. The email is sent to all arresting officers when force has been used on a person, reminding them to complete a use of force form. The Force has introduced a reverse mentoring scheme for staff from different backgrounds to work with senior leaders. The aim is for senior staff to improve their understanding and awareness of unconscious bias by listening to people's personal experiences, and to then incorporate what they have learned into their strategic decision-making and promote diversity awareness throughout the organisation.	The number of use of force incidents reported has increased.
Gwent Police (Adequate)	To use positive and novel methods to engage with young people	Community support officers (CSOs) provide a modular learning programme to children who have been excluded from school, including some from immigrant communities. The programme develops learners' understanding of the role of the Police. It also covers what is meant by positive relationships, antisocial behaviour and online safety.	The Force has created the role of next-generation CSOs that specifically work with young people to encourage positive behaviours and divert them from offending. They use the game Minecraft to connect with and teach young people about online safety.
Hampshire and Isle of Wight Constabulary (Good)	To use community courts to give young volunteers opportunities to contribute to the criminal justice process	Peer courts allow young volunteers to be involved in restorative justice. The community courts decide outcomes for suitable first-time offenders aged 10 to 17 who have admitted the offence. The programme aims to be formal in style but restorative in nature.	Offenders who attend the community court may be more likely to understand and respect the justice outcome given by their peers. Community courts in Hampshire see approximately 50 offenders a year, many of whom never reoffend.
Hampshire and Isle of Wight Constabulary (Good)	To let supervisors routinely review stop and search records, BWV and use of force forms through a system developed to automate feedback and identify themes	Each month, all sergeants and inspectors in the Force must review the records and BWV for two stop and search encounters. Each inspector must also review the use of force form and BWV for two incidents in which Force has been used. The Force has developed an IT application for recording these reviews. A template leads the reviewer through the process to ensure all relevant information is obtained.	The application allows the Force to monitor the reviews it completes and identify key themes. By reviewing use of force, it recently found that officers often do not take control of subjects at an early enough stage in the interaction.
Hertfordshire Constabulary	To use the echo customer feedback	The public can use a link to access a webpage or receive a text from the constabulary which prompts them to submit feedback.	The constabulary has only recently begun this process but has had approximately a 10% return rate. The responses brought

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Force (grading)	Objective	Detail	Outcome
(Good)	platform to effectively engage with the communities of Hertfordshire	<p>This platform is used by the constabulary to assess how well its service has been received, but it has also used it in more innovative ways.</p> <p>The constabulary is also using echo to get feedback on stop and search encounters. After a stop and search encounter, the searched person is given a link to a survey, which they can complete. The survey questions were written by community members who are on an external stop and search scrutiny panel.</p>	the constabulary's attention to two issues that it then escalated for further action.
Humberside Police (Outstanding)	To listen to the public and assess their needs	The Force uses the Humber Talking tool to carry out online and in-person surveys to determine the needs of its communities. Officers have attended 180,000 addresses within the Police area to ask residents to complete surveys about issues in their communities. It updates communities on the Police action it has taken to address their concerns, and the results of that action.	Humber Talking generates a word cloud visual map that highlights the most common concerns raised by communities, which then influences local policing activity. The tool also collects feedback from communities about the confidence they have in the Force.
Humberside Police (Outstanding)	To be proactive in identifying and supporting local communities	The Force's neighbourhood and community cohesion officers speak to all communities. They work with residents to improve the Force's understanding of the cultures within their community and find out how the Force may better serve the communities' cultural needs. Community cohesion officers, supported by other Force staff, invite representatives from ethnic minority groups and LGBTQ+ communities, for example, into the Police station to speak to officers about their culture and suggest ways to improve community cohesion.	The Force has identified people with direct experience of how Police officers have treated them. The Force has developed a library of lived experience training videos. The videos are used as part of officers' continual professional development training, to improve their understanding of the impact their words and behaviour have on the people they serve.
Humberside Police (Outstanding)	To provide additional use of Police powers training to its officers	It offers continual professional development training to improve officers' skills and confidence when working with the public. The training includes guidance on the use of Police powers, as well as communication, conflict resolution and de-escalation skills. Officers take part in role play scenarios to practice these skills. These role plays involve actors with protected characteristics and from ethnic minority backgrounds.	The Force has introduced a three-day conflict coaching course. Experienced officers take on this training to allow them to support and coach the increasing number of student officers who need to build their confidence and develop their skills in using Police power
Kent Police (Good)	To adopt a proactive approach to community engagement	The Force has a proactive and preventative approach to community policing through its problem-solving taskforce. This team of 21 Police community support officers, funded by the Police and Crime Commissioner, targets areas where there are significant crime problems or where confidence in policing may be lacking.	The team provides community reassurance and gathers intelligence with the aim of preventing crime, disrupting offenders and stopping anti-social behaviour.
Lancashire Police (Good)	To work with diverse communities to increase the understanding of officers and staff	Lancashire Constabulary has developed a training approach called 'people's voice' which allows members of differing communities, backgrounds, and faiths to speak with groups of officers and staff and gives officers and staff a greater understanding of communities' experiences of policing.	The positive effect of the programme is clear from workforce feedback.

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Force (grading)	Objective	Detail	Outcome
Metropolitan Police (Adequate)	To provide weekly messaging to key community members	The crime prevention, inclusion and engagement department produces a weekly publication for its trusted partners and community leaders.	Detailed information is provided about proposed Police activity and changes in policy that, without the support of community groups, could increase fear and damage the public's relationship with the Force.
Metropolitan Police (Adequate)	To offer scenario-based immersion techniques for officer safety training	The Force is one of two pilot Forces in England and Wales involved in new 'immersive pedagogic' training. This scenario-based style of training encourages officers to recognise the emotional effect that a situation is having on them.	There is stop and search training, as well as de-escalation techniques in a variety of simulated policing situations.
Metropolitan Police (Adequate)	To create interactive awareness package to improve the community's knowledge of stop and search powers	'A Different View' is an interactive and immersive exercise aimed at helping community groups understand stop and search and the decisions Police officers must make when using this power.	Increases the public's awareness of stop and search, and in turn should increase community confidence in the Police's use of this power.
Metropolitan Police (Adequate)	To allow community scrutiny of Police interactions with the public via Police encounter panels	Police encounter panels (PEPs) scrutinise policing encounters with the public. PEPs are not limited to stop and search but scrutinise a wide range of interactions, including the use of Taser devices and CS spray and other encounters between the Police and the public.	Creating a pan-London PEP to consider themes that are consistent throughout London and provide a place for PEPs to escalate concerns and recommendations if required. The pan-London PEP gives recommendations to relevant corporate boards on lessons learned through its work.
Northumbria Police (Good)	To monitors its use of force, and stop and search, well through effective external scrutiny	The office of the Police and crime commissioner chairs an external scrutiny panel. The panel has a diverse membership who have received training in the relevant legislation. In a separate project, young people from a pupil referral unit review and comment on BWV footage of stop and search encounters.	Identifying and making changes to officer training or Force policy.
South Yorkshire Police (Good)	To engage with diverse communities to understand and respond to local problems	Working with sociology academics to understand how to engage better with communities who would not previously interact with the Police and where there had been a breakdown in communication. Officers, and staff from partner organisations, have since integrated themselves into some diverse communities by using vacant premises in those communities as a base.	Resulted in a positive impact through helping to reduce crime and anti-social behaviour, clean up local areas and build cohesion in communities where there has previously been friction.
South Yorkshire Police (Good)	To seeks the views of people in the local area	The Force uses different ways to get people's feedback and views about the policing priorities they would like it to address, e.g. posters, barcodes.	This approach often receives a positive response and has drawn attention to an anti-social behaviour problem involving off-road bikes. The Force's 'You Said, We Did' page on its website communicates what happened because of this feedback.
South Yorkshire Police (Good)	To seek advice on how to engage specific audiences	The Force sought the views of women across South Yorkshire to inform its work on preventing violence against women and girls.	This has resulted in their views influencing a media campaign with strong messages and imagery. The Force has seen venues in city centres and town centres using the materials and their staff wearing T-shirts to support the campaign.
South Yorkshire Police (Good)	To use technology in an innovative way for the external scrutiny of stop and search encounters	The Force uses an IT collaboration tool for external scrutiny meetings, which means that members of the stop and search scrutiny panel can all view BWV footage remotely.	This generates discussion among the whole group to decide what feedback should be given to officers.

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Force (grading)	Objective	Detail	Outcome
Sussex Police (Good)	To conduct an internal legitimacy review of the use of Police powers, with a focus on stop and search	The Force, with members of the Race Equality Network, reviewed 149 incidents involving the use of force to identify potential reasons for the reduction of stop and search activity, to examine the appropriate use of force in the form of Tasers and to identify any disproportionality in the selection of people who were subject to Force or stop and search, based on their ethnicity. The Force also reviewed 89 stop and search encounters with a focus on the quality of the encounter rather than the outcome.	Several recommendations have been implemented following the reviews. In addition, the increased data collection associated with this is fed into the external scrutiny panels, which drive improvements that build trust and confidence; and the overall impact of the supervisor review process is better scrutiny of stop and search and use of force.
Warwickshire Police (Adequate)	To improve the use of stop and search powers	Warwickshire Police has reviewed its stop and search policy. The review highlighted the importance and impact of stopping and searching children and how these encounters should be managed.	It has introduced a procedure called safeguard, where the Force notifies the parents or guardians of a young person under the age of 18 if they have been stopped and searched.
Warwickshire Police (Adequate)	The Force is working to understand and improve the way it uses force	The Force is working with the College of Policing and Keele University on an initiative that examines disproportionality in the use of Tasers. This initiative will carry out behavioural analysis of officers' BWV recordings in cases where a Taser has been used.	It may help the College of Policing, National Police Chiefs' Council and other interested parties to better understand the reasons for any disproportionality in the use of Tasers.
West Yorkshire Police (Outstanding)	To undertake innovative work with black, Asian and minority ethnic (BAME) communities to improve its understanding of inequalities within elements of policing	The Force has established an independent advisory group called the Race, Inequality, and the Legacy of Historical Injustices Within Policing, Independent Scrutiny and Advisory Group.	The group aims to drive improvements in policing outcomes for people from minority ethnic backgrounds. It will also make sure that the Force is seen as legitimate by the public and is held to account for the actions it takes.

OPERATIONAL PRACTICE AREA TWO: Preventing crime and antisocial behaviour

HMICFRS assess how well Forces prioritise prevention of crime and antisocial behaviour and consider how Forces use partnership-oriented and evidence-based problem solving in addressing these issues long term. The final aspect of this assessment reviews how the Force seeks views and support from communities.

A variety of vulnerabilities are addressed by the approaches highlighted in the PEEL reviews. Forces have notable practice in relation to children and young people, knife crime, rural crime, and improving local policing. Approaches to collaborative partnership working taken by Metropolitan Police, Northumbria Police, North Yorkshire Police, and Thames Valley Police are also highlighted.

Initiatives focussing on helping vulnerable people were recognised across many Forces. One of the films commissioned by Leicestershire Police to encourage reporting won a Royal Television Society award and has been used by other Forces and organisations. **25 examples of innovative practice** have been captured across the 43 Forces.

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Force (Grading)	Objective	Detail	Outcome
City of London Police (Requires Improvement)	To collaborate with Amazon to improve how it will engage with young people	The online retailer Amazon is working with a group of young students to improve their digital skills. The City of London Police has secured an agreement with Amazon, which allows them to use the interactions with this age group to improve the Force's understanding of how young people view the Police.	The Force will use the information from this work to develop better ways to involve its young communities and increase confidence and trust. Other Forces have already contacted the City of London Police to find out more about this initiative with a view to adopting similar projects.
Dorset Police (Good)	To better understand current threats and intelligence	The tool lets neighbourhood officers and Police community support officers (PCSOs) plan their patrols more effectively. They can access regularly updated briefings, set daily alerts for different types of crime, wanted persons or specific locations. This portal is available to all staff and is a useful tool for tackling organised crime and managing registered sex offenders. The Force also developed a system to search information recorded by police and other organisations to detect risks more quickly, significantly reducing the time an analyst may take to extract and understand data.	Those spoken to by HMICFRS described it as an essential and intuitive tool. The system has been successfully trialled to help identify threats to children from sexual exploitation.
Dyfed-Powys Police (Good)	To remodel neighbourhood policing and use of change management principles is innovative practice	Implemented a programme of changes to ensure that neighbourhood policing has a clear purpose and future in the Force, including significant consultation with the workforce. The aim was for neighbourhood teams to be able to perform their roles effectively, have access to the right supervision, resources and training, and be recognised as specialist teams and not be taken away from their main function to cover other roles.	All staff are supportive of the new way of working and of the approach that the Force took to the changes. Neighbourhood teams are now better able to solve problems and use targeted patrols, and they are connecting with their communities.
Dyfed-Powys Police (Good)	To build resilience within local communities	'Participatory budgeting' was introduced to the Force at the beginning of 2020. It aims to forge closer working links with communities and give them the opportunity to influence decisions about how public funds are used.	A variety of groups were awarded funding to help in the Force's approach to community resilience, prevention and serious and organised crime.
Hampshire and Isle of Wight Constabulary (Requires Improvement)	To conduct targeted work with schools to raise awareness of knife crime and reduce serious violence	Initial pilot funding has been replaced with money from drug seizures, which pays for two education partnership managers to work as teachers and have held strategic roles in education. Programmes have been built which involve bringing in speakers who have previously been involved in gang culture and knife crime. These speakers then run community sessions with young people.	The partnership team creates educational resources that these schools can use.
Humberside Police (Outstanding)	To act on evidence-based policing methodology	The Force uses external funding to develop technology to support its policing in high-crime or hotspot areas	The scheme is under evaluation by the government and the University of Hull to assess its impact on reducing crime.
Humberside Police (Outstanding)	To direct its activity based on threat and risk analysis	The Force uses information from the Home Office StreetSafe tool to identify locations where women and girls may feel unsafe. It uses this information, along with the results of a survey of women and girls, to direct Police activity.	The activity aims to provide public reassurance, to reduce crime and keep communities safe

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Force (Grading)	Objective	Detail	Outcome
Kent Police (Good)	To adopt a proactive approach to vulnerable repeat callers	Operation Engage addresses the high volume of repeat calls from vulnerable people. Each caller has a plan owned by a dedicated PCSO known as a vulnerable adult intervention officer.	Over 150 individuals have been supported to date with an estimated £97,000 in savings achieved from reduced call times and attendance by Police. The Force produces a monthly Operation Engage 'Top 10' briefing for local units highlighting the most frequent callers. Operation Engage was recently recognised at the annual Force awards and has been nominated for national accolades.
Lancashire Police (Good)	To create a rural crime taskforce and successfully used a problem-solving approach to reduce rural crime	The constabulary has worked with the National Farmers Union and the RSPCA to engage with rural communities to understand the crimes they are affected by. The rural taskforce has benefitted from training and joint operations with the rural community, British Association for Shooting and Conservation, the RSPB and United Utilities.	The team has successfully secured criminal behaviour orders and seized £1m of plant, equipment and vehicles.
Leicestershire Police (Outstanding)	To contribute to improvements in identifying vulnerability, encourage reporting and help bring offenders to justice via films	Creating Kayleigh's Love Story - a film that tells the story of a young victim, Kayleigh, who was raped and murdered, having been groomed online. A subsequent film, Are You Listening?, was also commissioned by Leicester, Leicestershire and Rutland's Violence Reduction Network, working with Leicestershire Police.	This helped the Force to measure the impact on viewers and their behaviour change. Over 2,300 people attended from education and children's services. Are You Listening? won a Royal Television Society award and has been used by other police services and organisations.
Leicestershire Police (Outstanding)	To have a diverse staff who are confident in engaging with the communities they serve	The Force supports its increasing number of staff and officers known to have protected characteristics or other lived experiences. This is evident through a range of activity such as targeted recruitment, encouragement of many staff associations, and positive action opportunities. Some of these staff represent vulnerable communities.	These staff are increasing the trust and confidence that communities have in their Police Force and help to ensure that crime prevention activity is effective.
Leicestershire Police (Outstanding)	To seek local people to become volunteers to help prevent crime and reduce vulnerability in their communities	Neighbourhood Active is a programme of work that mobilises volunteers in specific areas vulnerable to crime.	This project provides the Force with more widespread informed involvement to prevent crime and reduce anti-social behaviour and vulnerability.
Lincolnshire Police (Adequate)	To be proactive in its approach to safeguarding vulnerable fraud victims	Operation Revive is a scheme made up of volunteers who visit vulnerable and elderly victims or potential victims of fraud.	The volunteers give reassurance and crime prevention and safety advice to raise awareness and help prevent them from being a repeat victim.
Lincolnshire Police (Adequate)	To invest in a pilot problem-solving initiative for the wider organisation	The Force has invested in an initiative to motivate, empower, and develop individuals within its workforce.	The initiative had found opportunities for improvements within its missing person investigations, developed an improved investigation handover guide, created a peer support network and worked on several other initiatives. The evaluation of the pilot produced positive findings.
Metropolitan Police (Good)	To work with other organisations to deal with incidents of	The Force has adopted a proactive approach to early intervention and information sharing in a concerted effort to reduce violence	There were high levels of daily attendance and a willingness to share intelligence.

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Force (Grading)	Objective	Detail	Outcome
	violence and to prevent violent offending	throughout London. Senior leaders have implemented a daily violence assessment meeting with other organisations.	
North Wales Police (Good)	To formulate an innovative approach to early intervention and prevention	The Force has used cost-benefit analysis to evaluate the benefits of problem-solving policing. The Force has worked with academia and the national problem-solving crime prevention programme to develop a cost-benefit model for crime prevention.	The report and model were jointly published by the College of Policing and the Problem-Solving Programme on the College's website and on the Problem-Solving and Crime Prevention Knowledge Hub page.
North Yorkshire Police (Adequate)	To work with other organisations to develop innovative approaches to tackling drug and alcohol misuse and knife crime among young people	The Force works with schools and a range of organisations (such as social care and youth offending services) to identify young people who are vulnerable to the misuse of drugs and alcohol or may be likely to carry an offensive weapon.	In the absence of evidence to prove criminality, the Force and other organisations will develop a plan to work with a young person to prevent them engaging in criminal activity. These approaches are referred to as Operation Choice and Operation Divan.
North Yorkshire Police (Adequate)	To work with other organisations to identify people who are vulnerable and work together to make those people safer	Operation Ambience is an approach in North Yorkshire where organisations meet and identify people they are concerned about due to their vulnerability.	Services are tailored by the organisation assessing which is the best service to support those who are vulnerable.
Northumbria Police (Good)	To have a comprehensive performance management framework for neighbourhood policing officers	The Force has developed a comprehensive performance management framework. The framework contains individual objectives, targets and measures for each role within the Force. For neighbourhood policing staff, the framework is built around the main objectives and the neighbourhood wheel.	The framework is designed to manage performance at both the operational and strategic levels.
Northumbria Police (Good)	To work well with other organisations to prevent and deter people from becoming involved in crime	Northumbria Police works with other organisations to intervene early, to solve problems and prevent vulnerable people from being drawn into crime.	There are examples of the Force's early intervention and prevention strategies being put into practice, such as Operation Cloak – which was introduced in response to concerns about the safety of women and girls – and The You Only Live Once project – which uses sport as a pathway to divert young people away from involvement in knife crime and is operated in collaboration with Newcastle United FC and Sunderland AFC community foundations.
Sussex Police (Good)	To reduce possession-of-weapons offences via the Habitual Knife Carrier index	The index is part of the Force's response to preventing knife crime and serious violence. Its aim is to identify individuals currently involved in, or at risk of becoming involved in, knife-related offences, in order to better target multi-agency interventions and support services to divert them from current or future involvement in crime.	In the year ending 31 October 2022 there was a 57% reduction, compared to the previous year, in the number of possession-of-weapons offences involving the project cohort. The index has been recognised by the College of Policing as "smarter practice".
Thames Valley Police (Adequate)	To work with other organisations to prevent	The Force has collaborated with Roehampton University to recognise the signs and language associated with romance fraud,	This work sets out the techniques used by fraudsters in clearly understandable and highly informative steps. It has been

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Force (Grading)	Objective	Detail	Outcome
West Mercia Police (Good)	crime and protect vulnerable people To formulate an innovative approach to early intervention and prevention	where people who believe that they are in a relationship are duped into sending money to criminals. The Force has introduced and trained 16 officers in early help and intervention and prevention skills in line with its early intervention strategy. Early help officers work in the partnership hubs, and intervention and prevention officers work directly with identified individuals. They use data to identify repeat victims at the highest risk of being harmed, and repeat offenders at the highest risk of causing harm.	publicised across both social media and traditional media with an online guide produced in the form of an e-booklet. Early help officers work with local authority, education, health, housing and other organisations, and with colleagues in the problem-solving hubs. Their aim is to safeguard vulnerable people and reduce the likelihood of long-term negative effects resulting from exposure to high-harm environments. The Force recognises that early intervention and prevention is an efficient and cost-effective way to reduce future criminality and long-term demand.
West Yorkshire Police (Outstanding)	To develop an innovative Partnership Intelligence Portal to allow partners to share intelligence and information to assist in local policing and problem-solving	The Partnership Intelligence Portal is an online portal that allows partners or local people who are members of key individual networks and independent advisory groups to submit information directly to the Force.	The information is reviewed by the Force Intelligence Unit and transferred onto Force systems, meaning that the Force has much richer information available to inform its local policing activity.
West Yorkshire Police (Outstanding)	To develop an anti-social and vulnerability analytical tool (ASVAT) to help identify repeat victims and to prevent escalation of risk to vulnerable people	ASVAT draws information from Force incident data about nuisance, concern for safety, hate crime and anti-social behaviour.	Incidents are reviewed and risk-assessed by neighbourhood support officers, and then the case is passed on to neighbourhood teams for reassurance work or problem solving. This allows for early intervention to prevent the escalation of risk and to reduce repeat victimisation.

OPERATIONAL PRACTICE AREA THREE: Responding to the public

To assess Forces in this area, HMICFRS consider how Forces oversee responses to contact from the public and can understand risk in this area. In addition, HMICFRS expects to see Forces responding appropriately to incidents.

South Yorkshire Police’s ‘Child Matters’ training on recognising child neglect is being introduced in other Police Forces. Humberside Police’s ‘Right Care, Right Person’ programme to assist vulnerable people was recognised nationally within the Force’s UK Police Service of the Year 2022 award at the is Public Sector Transformation Awards.

Innovative approaches to helping vulnerable people and individuals with mental health issues were also recognised across other Forces. **12 examples of innovative practice** have been captured.

Force (Grading)	Objective	Detail	Outcome
Avon & Somerset Police (Requires Improvement)	To work with, and seek advice from, other emergency responders and mental health experts	Police control room staff based at the South-Western Ambulance Service NHS Foundation Trust (SWASFT) Mental Health Desk work with their SWASFT colleagues to make more effective decisions on how to respond to those in mental health crisis.	The initial pilot ran for six weeks and was extended twice. By April 2022 there was a 70% increase in clinician involvement in Police incidents. 39% of incidents were resolved without needing Police or ambulance attendance at all, 25% did not require Police attendance and 30% did not require ambulance attendance.
Cleveland Police (Adequate)	To have a good understanding of vulnerability at first point of contact	The Force created a vulnerability desk in its Force control room. The desk is staffed by Police officers supported by an independent domestic violence advocate and a mental health nurse. Both roles provide professional advice and guidance to control room staff and first responders.	This has helped the Force improve how it responds to people who have mental health problems or are in crisis, and to provide prompt support and intervention. There is improvement in how the Force assesses the risk to victims of domestic abuse and ensures victims and their children are swiftly referred to supporting agencies.
Cleveland Police (Adequate)	To develop its own technology to support the identification of repeat callers and victims	The Force has developed a software application which quickly identifies repeat callers and victims.	This is an effective way of identifying potential risk and vulnerability and making sure callers receive the right response. In the year ending 31 March 2021, 4,155 repeat caller incidents were recorded. This increased to 10,112 the year ending 31 March 2022.
Dyfed Powys Police (Good)	To provide a scheme for people who find it hard to communicate with the Police, avoiding the retelling of personal information	The Force has the Pegasus scheme for people who have a disability or illness that makes it challenging for them to communicate with the Police in an emergency or difficult situation. Individuals register their information and provide a password of their choice. When contacting the police in future, individuals can confirm that they are on the Pegasus scheme and give their password, and their details can be accessed instantly.	This stops individuals from having to repeat personal details and makes the call handler aware that they may need extra help and support.

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Hampshire and Isle of Wight Constabulary (Requires improvement)	To use rapid video response to give some domestic abuse victims an alternative way of speaking with officers	Rapid video calling is a new initiative the Force has introduced to support victims of domestic abuse. When the control room receives a report of domestic abuse, the call handler confirms that the victim is safe and no children were present during the abuse. If that is the case, the victim can then speak with an officer over a video link.	The Force sends the victim a survey on their experience of using the reporting method. It has received positive feedback as victims do not have to wait for an officer to attend before making the report.
Humberside Police (Good)	To transform public sector services to support vulnerable people	Working with partner health organisations, the Force has undertaken a programme called Right Care, Right Person - working with mental health and NHS services to establish who had the legal duty towards vulnerable people seeking help and then deciding which service was best positioned to provide care according to the needs of the individual. A service-level agreement was signed by all parties, with the caveat that any risk to life would always receive a Police response.	The programme was introduced in four phases during 2020 and 2021. The Force found that, along with the public receiving more timely care from the most appropriate care provider, the programme has led to efficiency savings of 1,100 Police hours per month. This has been invested back into protecting vulnerable people. The Force was the national winner of the UK Police Service of the Year 2022 award at the iESE Public Sector Transformation Awards.
Humberside Police (Good)	To use technology to under-stand its demand and forecast the resource it needs	The Force uses software that analyses previous demand data to predict the volume of calls for service, both 999 and 101 calls, it can expect every 15 minutes for the coming days. Other technology such as the Force's Q Buster and Digi Desk programmes provide the public with other options to communicate with the Force that may be more convenient	The demand analysis software allows the Force to allocate its resources in line with the predicted demand. The Force control room has a daily pacesetter meeting where staff review the previous day's performance against its targets and allocate resources for future demand.
Norfolk Police (Adequate)	To improve call handling management	The Force has a telephone system that allows switchboard staff to assess the call and assign it to a specific call queue. These queues are risk-related, meaning a call to report a crime will be in a higher priority call queue than a call related to an advice request.	The system helps call handlers in the control room to better prioritise calls as the system makes sure that higher priority calls are dealt with first.
South Yorkshire Police (Adequate)	To train officers and staff to identify and assess vulnerable children when incidents are reported	South Yorkshire Police introduced 'Child Matters' training to improve the skills, knowledge, and judgment of its workforce in recognising and recording child neglect when they respond to incidents. This course has been given to over 4,000 officers and staff, including senior leaders, as well as partner organisations, and raises awareness in recognising child neglect and how to assess the risk to a child using the NSPCC's risk assessment tool.	Since the training began, the Force has seen a 48% increase in child neglect referrals and a 75% increase in the use of Police powers to tackle child neglect. As a result, it has improved working relationships with its partner organisations and has a better understanding of neglect as a Police responsibility. This training is now being rolled out in other Forces.
South Yorkshire Police (Adequate)	To professionalise its workforce to better understand mental health	In response to HMICFRS' Joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders, South Yorkshire Police formed a multi-agency mental health training group, which carried out a gap analysis comparing national guidance and existing Force training.	It has since trained a total of more than 2,500 officers and staff from partner organisations. Further advice is given to the workforce through the Force's mental health portal and a mental health toolkit.
Thames Valley Police (Requires improvement)	To ensure officers have received additional training to help them work better with victims in crisis	This additional training from Police negotiators on how to communicate with victims of crime raises awareness that a victim of any crime could be in crisis, and how that individual may feel.	200 members of incident and crime response teams have received training from

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West Yorkshire Police (Good)	To collaborate with other relevant bodies to reduce the demand caused by high intensity users	The Force has a dedicated mental health co-ordinator who works alongside the NHS Trust and Regional Ambulance Service to identify vulnerable people in the community who are repeat callers ('high intensity users').	Vulnerable people are being monitored and provided with support to reduce their vulnerability to exploitation. It will also reduce demand across services.
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OPERATIONAL PRACTICE AREA FOUR: Investigating crime

HMICFRS consider the oversight and quality of investigations undertaken by Forces to ensure the best results for victims. HMICFRS also assess how well Forces secure justice for victims and that victims are provided with a quality service.

The City of London Police and South Yorkshire Police are commended for their improving the process for reporting and prosecuting domestic abuse crimes. Innovative practice from other Forces have also been identified across wider crime areas, including burglaries, child abuse, and sexual assault. **14 examples of innovative practice** have been captured across the 43 inspections.

Force (Grading)	Objective	Detail	Outcome
Bedfordshire Police (Requires Improvement)	To use digital triage vans to attend scenes to assess and secure digital evidence in high-risk investigations	The vans are routinely deployed to specialist units carrying out searches to investigate the possession and distribution of child abuse images. They are equipped with specialist technology and staff.	This routine forensic 'triage' has ended unnecessary delays and significantly reduced the time these high-risk investigations are taking. Technology on board the digital vans allow staff to make sure this material is secured as evidence before it is deleted by suspects.
City of London Police (Adequate)	To routinely identify opportunities to pursue evidence-led prosecutions for domestic abuse-related crimes	From arriving at a domestic abuse-related incident, and throughout the investigation, the mindset of officers is to gather all available evidence. By promoting this approach among its workforce, the Force was able to build evidence-led prosecutions on behalf of victims in eight of nine appropriate reviewed cases. Where this route was inappropriate, supervisors gave a clear rationale as to why an evidence-led prosecution was not pursued.	HMICFRS Auditors described this approach as being "the best they had found in England and Wales".
Leicestershire Police (Adequate)	To review differences in service and outcomes between departments to replicate improvements throughout the Force	The Force reviews outcomes for crime types and compares the results for each department and the qualifications of the investigators.	This allows the Force to identify differences in outcomes, to understand why some departments obtain more positive outcomes and identify improved working practices. The Force is then able to replicate the improved service throughout all departments.
Merseyside Police (Good)	To receive accreditation for examining and classifying firearms, their component parts and ammunition	The Force has a dedicated facility for examining and legally classifying firearms, their component parts and ammunition. It also provides test firing to understand how weapons and ammunition perform.	The Firearms Examination Unit is the only Force-provided service in England and Wales to achieve national accreditation to ISO BS EN ISO/IEC 17025, and the Forensic Science Regulators Codes of Practice and Conduct. The Force extends the use of these facilities to other Police services, ensuring investigations into gun-enabled crime are timely and thorough.

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Force (Grading)	Objective	Detail	Outcome
Metropolitan Police (Requires Improvement)	To develop new techniques to improve evidence collection and the identification of offenders	The Force has developed a new forensic technique for detecting the presence of blood on dark clothing using infrared technology; a new rapid testing kit for harmful substances in drink spiking cases; and piloted the use of DNA processing units in its custody suites.	On-scene testing is improving the chances of successful prosecutions, which will help deter offenders from committing these crimes. The use of DNA processing units has already led to successes where offenders have been identified through DNA analysis, leading to swift justice rather than inappropriate release on bail.
Norfolk Constabulary (Adequate)	To use effective processes based on an assessment of threat, risk and harm.	These processes allow the Force to meet a wide range of crime demand.	The policy follows the principles of professional, victim-centred discussion and providing an appropriate service, rather than being prescriptive on who will eventually take responsibility for the investigation.
South Yorkshire Police (Good)	To give guidance on investigating different crime types	The Force has produced a handbook for investigators as part of its 'back to basics' approach to investigation. The handbook covers the entire investigation process for crime types that investigators may not respond to on a regular basis.	Gives guidance on how to investigate these different crime types, as well as identifying investigative opportunities, the direction of resources, and risk assessment meetings, and advises on how to take forward an evidence-led prosecution, where the victim does not support this.
South Yorkshire Police (Good)	To guide investigators and supervisors on how to support victims of domestic abuse	This handbook gives investigators and supervisors an improved understanding of what happens at each stage when domestic abuse is reported	The handbook emphasises the importance of safeguarding, victim engagement, quality investigations and the use of protective orders.
South Yorkshire Police (Good)	To provide supplementary learning and development for Police staff investigators wanting to progress to the next level	The Force has developed an introduction to child investigation course to bridge the gap between professionalising investigation programme (PIP) 1 and PIP2 trained investigators.	There are 7 PIP2 Police staff investigators. The training is an online course that covers topics such as understanding acronyms, what a child strategy meeting is, and legislation relating to child investigations.
Sussex Police (Requires Improvement)	To provide advice to burglary victims	The Force has produced a five-minute YouTube video that aims to help minimise the amount of evidence that is lost to an investigation before Police attend a burglary explaining how a burglary victim can preserve the scene of their burglary and secure evidence until the Police arrive.	Victims are more likely to know what to expect, to not tidy up and to leave more evidence in place for crime scene investigators. This leads to a greater chance of linking the crime to a suspect.
Thames Valley Police (Adequate)	To ensure victims of serious sexual assault are given information that encourages them to see criminal justice proceedings through to completion	Thames Valley Police provides a timeline explaining what to expect during the investigation and when significant events are likely to take place. This gives victims an understanding of the process and the time that it will take.	Evaluation shows that victims who have received this are less likely to withdraw from the criminal justice process.
West Midlands Police (Requires Improvement)	To support investigators' recruitment and development via the detective academy	The Force's detective academy supports the recruitment, retention, CPD and accreditation of officers and Police staff investigators and encourages applications from the workforce for investigation roles through bespoke recruitment events.	Students receive support to complete the initial crime investigators' development portfolio and the national investigators' exam. Force and regional investigation teams help to refine the investigation training plan so that it reflects local and national developments. This means the Force is continuing to develop expertise in investigating crime.

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Force (Grading)	Objective	Detail	Outcome
West Midlands Police (Requires Improvement)	To provide effective support to investigations involving missing people via the Force's locate team	The locate team supports investigations involving missing people seven days a week. It uses THRIVE to prioritise cases.	It has helped develop a modular training package to equip staff with the knowledge needed when responding to reports of missing people.
West Midlands Police (Requires Improvement)	To improve the Force's ability to retrieve digital evidence from electronic devices in a timely way	The Force prioritises the examination of digital devices using a decision-making app. This was developed in consultation with investigators. It has also introduced digital kiosks for retrieval of evidence from electronic devices.	These measures have cut the time needed to examine devices.

OPERATIONAL PRACTICE AREA FIVE: Protecting vulnerable people

Under this area, HMICFRS consider whether Police Forces can understand and appropriately address any needs of identified vulnerable people. HMICFRS also considers the safeguarding and support provided for all vulnerable people and those officers and staff working within these areas.

Innovative practice has been highlighted in the following examples from Humberside, Leicestershire and South Yorkshire Police Forces who have focused their activities on using their powers to protect and safeguard vulnerable people within their communities. Their respective detailed understanding of the nature and scale of vulnerability and what resources are required to not only protect those that are vulnerable, but work in an informed, involved and collaborative manner with partner agencies and organisations, should be held in high regard.

Of note, South Yorkshire Police have also improved the well-being of officers and staff who investigate complex cases involving vulnerable people. In addition to the Force's overall well-being provision, and a mandatory annual psychological assessment for these people, it has a dedicated well-being group and although workloads are high, most feel their well-being is supported. **23 examples of innovative practice** have been captured across the 43 inspections.

Force (grading)	Objective	Detail	Outcome
Avon and Somerset Constabulary (Adequate)	To ensure that risk assessments are effectively supervised, quality assured, and checked for compliance	The Force, in conjunction with four local authorities, use a "hub and spoke model" to provide a consistent assessment and service for people who have been identified as vulnerable and need specific and specialist help. The hub reviews vulnerability referrals and provides local authorities with Police information that may assist in keeping people safe. Within each local authority area is a	In the year ending 31 March 2022, 72% of vulnerable people received a strengthened offer of support compared to the support they previously received, with only 12% of people returning due to another referral.

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Force (grading)	Objective	Detail	Outcome
		spoke, a team of Police officers who work with local authority professionals, and partner organisations who support families and victims.	
Cambridgeshire Constabulary (Good)	To enhance its frontline response to vulnerable people by introducing specialised vulnerability focus desks.	<p>The Force has introduced vulnerability focus desks to support the frontline response to domestic abuse and missing persons. The desks also assist in developing safeguarding and action plans for repeat vulnerable victims.</p> <p>Response officers spoke favourably about support from the focus desks, which have improved the frontline response to vulnerability.</p>	<p>In May 2021, the vulnerability focus desks gave advice on 122 domestic abuse investigations and completed 22 bespoke safeguarding reviews. The desks assisted in 30 domestic violence protection notices (DVPNs) applications, which was more than had been applied for during all of 2020.</p> <p>And the number of domestic violence protection orders (DVPOs) increased from 13 in the quarter ending December 2020 to 24 between January and March 2021.</p>
Cambridgeshire Constabulary (Good)	To support staff in high-impact roles by using a 'pause point' policy to prevent burnout and support career progression	<p>The Force has introduced a process called pause point. This is a welfare provision for staff in high-impact roles such as child abuse investigation teams.</p> <p>The pause point process gives staff members and supervisors the opportunity to determine if a break from the role would be beneficial and identifies opportunities to do so. It is mandated for all staff.</p>	Staff in such roles are aware of the process and saw it as supportive. HMICFRS was told of specific examples of it being used successfully to manage a supportive move for staff.
Humberside Police (Outstanding)	To manage vulnerability demand more consistently and efficiently.	The Force in conjunction with four local authorities, use a "hub and spoke model" to provide a consistent assessment and service for people who have been identified as vulnerable and need specific and specialist help. The hub, a centrally located team reviews vulnerability referrals and provides local authorities with Police information that may assist in keeping people safe. Within each local authority area is a spoke, a team of Police officers who work with local authority professionals, and partner organisations who support families and victims by providing the most appropriate service from the right people at the right time.	In the year ending 31 March 2022, 72% of vulnerable people received a strengthened offer of support compared to the support they previously received, with only 12% of people returning due to another referral.
Humberside Police (Outstanding)	To support its understanding and tasking of Police and partner organisations to help protect vulnerable people.	The Force has developed an automated vulnerability tracker which converts crime and referral information automatically into a powerful searchable database. The system, updated daily, provides a detailed insight into vulnerability information within the Force's policing area.	The Force can now task its Police officers to specific areas of vulnerability, identifiable at granular level, allowing for early intervention, problem solving, joint partnership and education to help reduce the risks of people becoming vulnerable.
Humberside Police (Outstanding)	To protect and safeguard vulnerable people	The Force has improved its process in relation to the domestic violence disclosure scheme, using powers such as the domestic violence disclosure scheme and Domestic Violence Protection Orders (DVPOs), to protect and safeguard vulnerable people, with the vulnerability hub completing the required research.	Disclosure decisions taking an average of 10 days, quicker than national guidance of 35 days. This results in partner organisations receiving information needed to make informed decisions in a more timeous manner.

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Force (grading)	Objective	Detail	Outcome
Humberside Police (Outstanding)	To tackle violence against women and girls	A tactical action plan has been developed by the Force, the Police and Crime Commissioner and 18 partner organisations, which has established an independent advisory group to support this work, presenting workforce surveys regarding understanding violence against women and girls alongside domestic abuse and misogyny surveys.	The Force provided additional awareness and lived experience training sessions to officers. This work has resulted in a significant number of victims coming forward to report crimes to the Force.
Humberside Police (Outstanding)	To support and safeguard sex workers in the Humberside region	The Force has dedicated staff working with partner organisations to support and safeguard sex workers, with a “perpetrator educational programme” being developed, enabling identified individuals to pay to take part in instead of being persecuted.	The programme educates perpetrators on the trafficking and organised criminal exploitation of vulnerable women forced into sex work.
Leicestershire Police (Outstanding)	To protect those most vulnerable within the region	The specialist department responsible for safeguarding is named ‘Serious crime’ as a statement of the Force’s commitment to protecting those most vulnerable. Safeguarding runs as a thread through most Force policies. Staff consistently display attitudes and behaviour that seek to identify and protect the vulnerable.	This culture will result in the Force protecting those most in need and is evidenced by what HMICFRS describe as the “high submission rate of public protection notices”.
Leicestershire Police (Outstanding)	To mitigate circumstances that could increase the risk to the vulnerable	During the pandemic, the Force led multi-agency reviews of repeat high-risk domestic abuse victims to assess whether partner agencies had maintained contact with them. Actions were allocated where necessary to confirm the victims’ welfare. As lockdown measures eased, Force leaders issued new guidance on identifying and mitigating vulnerability concerns.	The guidance listed safeguarding measures that should be applied during Police-initiated contact to lessen risk towards victims. These changes safeguarded those at risk of hidden harm.
Leicestershire Police (Outstanding)	To expand its partnership approach to child safeguarding	“ Operation Encompass ” is the national arrangement to inform schools if pupils have been involved in, or witnessed, domestic abuse. The Force has gained permission from the Home Office to expand the arrangement to include all adverse childhood experiences. The Force has a separate booking-in desk for children who are detained, which is in an area away from other offenders. It also uses a separate needs assessment for children, including questions about when they last ate and if they should be in school. Children in custody were reviewed every four hours, which is positive. This is more frequently than required, with the intention of speeding up the investigation so the child can be released from custody sooner.	IT problems have delayed the full implementation of this trauma and vulnerability trial. However, Force has implemented a small expansion of the arrangement for some children who have been missing from home. The Force plans to introduce the full implementation and has the potential to be a trailblazer in child safeguarding. The Force’s approach acknowledges that custody is not a place for children, and that children, by definition, are often vulnerable.
Merseyside Police (Good)	To identify and assess hidden risks for vulnerable people	The Force uses a child exploitation risk index (CERI) and relationship risk index (RRI) to identify and assess hidden risks for vulnerable people. The CERI identifies several risk indicators, including missing reports, firearms, weapons, social care markers, drugs use and domestic abuse involvement among others, to consider how vulnerable to exploitation children and young people are. This information is combined and a specifically designed algorithm is used to determine an overall risk evaluation.	This enables the Force to understand where children and young people may, through their complex circumstances, be more vulnerable to criminal exploitation. The RRI takes a similar approach to consider the impact of factors on relationships and how these risks together affect vulnerability.

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Force (grading)	Objective	Detail	Outcome
Northumbria Police (Good)	To identify and safeguard those who are most vulnerable	<p>The Force has examples of working in partnership to identify those who may be vulnerable to exploitation or abuse. These include:</p> <ul style="list-style-type: none"> the multi-agency exploitation hub; the multi-agency tasking and co-ordination (MATAC) meetings; the missing, slavery, exploited, trafficked (MSET) process; and the aforementioned DASSA project. <p>Initially, the Force created the exploitation hub as part of Operation Sanctuary (an investigation into the organised sexual abuse of girls and young women). The Force has developed MSET to identify those predominantly young people who repeatedly go missing, or who are considered to be at risk of sexual or criminal exploitation. Northumbria Police developed MATAC in response to our report Everyone’s business: Improving the Police response to domestic abuse.</p>	MATAC is now established in each of the six local authority areas. Many other Police Forces have also adopted it. Throughout Northumbria, the Police and other organisations hold regular meetings to discuss perpetrators of domestic abuse; they also identify opportunities to work with those people to change their offending behaviour.
South Yorkshire Police (Outstanding)	To provide information and intelligence that support future plans to safeguard children	Partner organisations who work with the Force can submit intelligence about vulnerable children and their circumstances directly to the Police. Completed forms go to the Force’s local referral unit for assessment and, where appropriate, Police records are updated.	Examples of intelligence submissions provided by social workers, school safeguarding leads, housing association staff and victim support workers has allowed informed and precise action to be taken based on collective evidence from multiple agencies.
South Yorkshire Police (Outstanding)	To take forward protection orders to safeguard victims of domestic abuse	The Force has a dedicated Domestic Violence Protection Order (DVPO) team, led by Police staff. The team has been legally trained by the Force’s solicitor responsible for DVPO support. Team members are also given a DVPO Manual on Law and Practice to support their understanding. These staff represent the cases in court, instead of officers having to attend.	In the year ending 31 March 2022, the Force had the highest rate of applications for DVPOs across all Forces in England and Wales, at 47.7 per 1,000 recorded domestic abuse-related crimes. This requires a considerable amount of representations in court. The DVPO team understand the expectations of judges when presenting in court. They are providing a more consistent approach to DVPO applications and freeing up the time of officers and Force solicitors.
South Yorkshire Police (Outstanding)	To locate people who go missing and keep them safe	The Force provides GPS devices to help locate vulnerable people with dementia who regularly go missing. The Force has given 500 GPS devices to people across South Yorkshire who have memory loss and go missing regularly. It has since worked with the NHS, who have trialled this as a treatment option for people with dementia.	This approach was initially suggested by an officer through the Force’s ‘innovation station’, which is a space that allows members of staff to make suggestions about ways to improve their well-being. It has also reduced the demand on Police officers who would otherwise be searching for these people.
South Yorkshire Police (Outstanding)	To look after children held in custody	The Force has a separate booking-in desk for children who are detained, which is in an area away from other offenders. It also uses a separate needs assessment for children, including questions about when they last ate and if they should be in school. Children in custody are reviewed every four hours, which is more frequently than required. This is with the intention of speeding up the	The Force’s approach acknowledges that custody is not a place for children, and that children, by definition, are often vulnerable.

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Force (grading)	Objective	Detail	Outcome
		investigation so the child can be released from custody sooner than may otherwise happen.	
South Yorkshire Police (Outstanding)	To communicate well with people who are vulnerable and detained in custody	In March 2020, the Force introduced eBooks known as 'widgets' into its custody suites. These are easy-to-read electronic books, including images, to explain what happens when someone is detained in custody. The eBooks are suitable for people who have communication difficulties due to autism, learning disabilities, acquired brain injuries or who do not speak English.	These eBooks have been proven to help officers and custody staff to determine whether there is any risk to the detainee, and if they require additional help.
Northumbria Police (Good)	To identify and safeguard those who are most vulnerable	<p>The Force has many examples of working in partnership to identify those who may be vulnerable to exploitation or abuse. These include:</p> <ul style="list-style-type: none"> • the multi-agency exploitation hub; • the multi-agency tasking and co-ordination (MATAC) meetings; • the missing, slavery, exploited, trafficked (MSET) process; and • the aforementioned DASSA project. <p>Initially, the Force created the exploitation hub as part of Operation Sanctuary (an investigation into the organised sexual abuse of girls and young women). The Force has developed MSET to identify those predominantly young people who repeatedly go missing, or who are considered to be at risk of sexual or criminal exploitation.</p>	MATAC is now established in each of the six local authority areas and has been adopted by other police forces. Throughout Northumbria, the Police and other organisations hold regular meetings to discuss perpetrators of domestic abuse; they also identify opportunities to work with those people to change their offending behaviour.

OPERATIONAL PRACTICE AREA SIX: Managing offenders and suspects

When assessing this area, HMICFRS reviews how Forces apprehend and manage suspects and offenders. It looks at how Forces use appropriate safeguarding approaches to protect the public. HMICFRS also assesses how Forces manage registered sex offenders and online child abuse offenders.

Examples of innovative practice recognised by HMICFRS varies across different vulnerabilities. For example, Bedfordshire Police have put in place an integrated offender management system which is reducing offending and its cost to society; Cumbria Police use nationally recognised risk assessment tools, completed in a timely way which supports the Force in mitigating risk quickly and effectively and lastly Humberside Police have focused activities on different aspects of domestic abuse and supporting victims. **11 examples of innovative practice** have been captured across the 43 Forces.

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Force (grading)	Objective	Detail	Outcome
Avon and Somerset Constabulary (Requires Improvement)	To reduce the time taken to conduct visits and risk assessments on registered sex offenders	<p>The Force understands the importance of making sure that its ensures multi-agency public protection arrangements (MAPPAs) include a multi-agency assessment of hospital patients with mental health conditions.</p> <p>Registered sex offenders are subject to visits by offender managers, in order to manage them in the community. The constabulary uses a nationally recognised risk assessment tool, ARMS (active risk management system) to assess the level of risk an offender poses, from very high to low. The risk level determines how often a registered sex offender should be visited by an offender manager.</p>	<p>The Force has a no backlog in high-risk cases but findings showed they had a backlog of conducting ARMS risk assessments, potentially giving rise to being unaware of any developments in those low to medium-risk cases which might escalate the registered sex offender into a higher risk category.</p> <p>The annual IOM assessment for 2020/21 found that 72% of offenders taking part stopped or reduced offending. The approach was particularly effective for burglary, where 91% of offenders stopped or reduced their offending.</p>
Bedfordshire Police (Outstanding)	To assess the risk presented by patients with mental health conditions due to be released from hospitals	<p>The Force understands the importance of making sure that its multi-agency public protection arrangements (MAPPAs) include a multi-agency assessment of hospital patients with mental health conditions.</p> <p>The Force MAPPAs co-ordinators and the offender management unit take part in a quarterly panel meeting which assesses the risk to the public from people who are due to leave hospital. The panel decides whether patients meet the criteria to become subject to MAPPAs when they leave hospital.</p> <p>Hospital staff responsible for the care of the people assessed contribute to this process. Where appropriate, the Force carries out actions, such as enhanced monitoring and risk assessment, available under MAPPAs.</p>	<p>The annual IOM assessment for 2020/21 found that 72% of offenders taking part stopped or reduced offending. The approach was particularly effective for burglary, where 91% of offenders stopped or reduced their offending.</p> <p>Using a crime harm savings model, the assessment found that Bedfordshire's IOM approach cut the cost of crime to society by more than £2.3m in 2020/21.</p>
Cumbria Police (Outstanding)	To be innovative in approach to the management of registered sex offenders	<p>The Force has implemented several projects that support the effective management of registered sex offenders. This includes piloting the use of a tracking device that allows offenders' movements to be monitored.</p> <p>The Force has developed processes to allow officers who are considering Police bail for a suspect to apply for an interim sexual risk order as an alternative. This means the Force can more closely monitor offenders by placing them under increased restrictions.</p> <p>The Force has invested in polygraph technology. This allows offender managers to not only identify offenders who are being deceptive, but also use that information to target resources at those who are likely to be more deceitful and therefore more likely to offend.</p>	<p>The projects the Force is undertaking are positive as they are supporting proactive management so that communities of Cumbria can be protected from some of the highest-harm offenders.</p>

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Force (grading)	Objective	Detail	Outcome
		The Force is also considering how it can use the sex offender population in its local prison to keep up to date with new methods of offending so that it can improve its response.	
Cumbria Police (Outstanding)	To reduce reoffending through nationally recognised risk assessment tools / programmes	<p>Offenders who are selected for the programme are assigned support workers, who work with them to establish the root causes of their offending and provide specialist support to reduce their reoffending.</p> <p>The model is two-tiered. Tier-one offenders are more persistent and challenging offenders who require high-frequency mentoring and intensive one-to-one support. Tier-two offenders are usually less challenging and can be supported through group work. There are two programmes available for offenders: the Restorative Choices Programme, and the Changing Thinking and Behaviours Programme.</p>	The Pathways Programme is positive as it is likely to reduce demand for services and improve life chances for offenders.
Durham Constabulary (Good)	To manage the risk registered sex offenders pose	Operation Parallelogram is a Force initiative in which specialist staff from the digital imaging investigation team and MOSOVO staff (the unit that manages sexual and violent offenders) visit registered sex offenders.	By being able to detect any devices connected to the internet. The team then check to make sure that offenders are not committing further offences or breaching the conditions of an order by accessing, sharing or downloading illegal content.
Durham Constabulary (Good)	To effect and innovate the integrated offender management programme	<p>Introduced as a pilot in 2015, Checkpoint is a deferred prosecution scheme designed to reduce and prevent re-offending. It involves working with perpetrators to address the underlying causes of their offending.</p> <p>If selected for the programme, offenders agree to a four-month contract and must commit to not re-offending during that time. This includes taking part in restorative activity, engaging in sessions to address problems that led to their offending and carrying out voluntary community work or wearing a GPS tag.</p> <p>If the offenders successfully complete the programme, they will not be prosecuted. If they re-offend or fail to engage in the programme, they will be prosecuted for the original offence and the Court will be told of their failure to engage.</p>	<p>The programme has been independently evaluated, using a randomised control sample.</p> <p>Results show that those who complete the Checkpoint programme are less likely to re-offend.</p>
Dyfed-Powys Police (Adequate)	To be proactive in how it uses and monitors sexual harm prevention orders	The Force uses sexual harm prevention orders (SHPOs) to protect the public from the most dangerous offenders. The Force has a central team that is alerted to any sexual offences that are going to court, and the team then works with the legal services department to create an SHPO application.	This makes sure no opportunities to protect the victim are missed. The Force has the necessary digital equipment in place, and staff have been trained to monitor these types of orders.
Humberside Police (Outstanding)	To safeguard victims of domestic abuse	The Force is piloting the use of a Domestic Violence Protection Order alarm. The alarm can be activated if a domestic abuse perpetrator breaches a DVPO.	The Force's victim service assessment found that arrests were made at the earliest opportunity in all 25 of the investigations reviewed. The Force takes positive action in domestic abuse

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Force (grading)	Objective	Detail	Outcome
		Activating the alarm records evidence and notifies the Police of the breach so officers can attend the victim's address. The pilot is being evaluated by the University of Hull.	incidents, with a higher arrest rate than the rate across all Forces in England and Wales.
Leicestershire Police (Good)	To introduce work to reduce the threat posed by the most potentially dangerous people	The Force has embarked on Operation Confer to manage the risks that potentially dangerous people pose, especially individuals who are suspected of rape but have not been convicted. This has been developed with academia and uses a similar risk assessment method to the active risk management system (ARMS). It includes measures to disrupt and deter suspects from harmful behaviour.	Operation Confer began on 28 February 2022.
South Wales Police (Adequate)	To provide support to families of people who have been arrested on suspicion of criminal offences related to children	The Force has created an information pack to give to the families of people who have been arrested on suspicion of criminal offences relating to indecent images of children. The pack, which is consistent with College of Policing advice, has been shared with other Forces in Wales and with the National Police Chiefs' Council.	People suspected of such offences are likely to be vulnerable and at greater risk of harming themselves. As well as being able to recognise and potentially prevent such harm, the family and friends of suspects are likely to need support and advice.
Thames Valley Police (Good)	To reduce re-offending and change behaviour	Thames Valley VRU data has improved the targeting of offenders and locations connected to knife crime leading to a reduction in these crimes. Interventions at 'teachable moments' in accident and emergency departments and custody divert young people from committing further violent crimes. The use of community resolutions has been expanded to some drug offences. Those found in possession of class A drugs, irrespective of a previous conviction, can take part in a diversion scheme that provides assessment, education and tailored intervention.	The Force stated that 95% of adults and 88% of young people participating complete the programme. Data sharing has been improved through the development of the Thames Valley Together Project. This gives over 1,000 people working across allied organisations access to data on a cloud-based shared system and uses analytics to better understand the issues that may be driving crime.

OPERATIONAL PRACTICE AREA SEVEN: Building, supporting and protecting the workforce

When assessing this area, HMICFRS consider how Forces understand and address issues that may influence the workforce's wellbeing, that Forces support new recruits and encourage them to remain with the Force, and that Forces develop the workforce and its first-line leaders.

Examples of innovative practice considering the wellbeing of the workforce and addressing factors that may be impacting the workforce are recognised in Humberside Police for the approaches taken in developing their workforce, understanding their wellbeing needs.

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An unusual innovative practise has been shown by Devon & Cornwall Police with their “Surfwell programme” which has been recognised internationally as ground-breaking. It is a peer-support based scheme that uses mental health trained officers to help any staff and officers experiencing poor mental health and supports them to remain in or return to the workplace. This initiative has been extended to other emergency services staff, which helps to fund it and makes it sustainable for future events. “Surfwell” has won awards, and merits highlighting.

Practices identified in around supporting and retaining new recruits was also highlighted by HMICFRS. **23 examples of innovative practice** have been captured across the 43 Forces.

Force (grading)	Objective	Detail	Outcome
Cumbria Police (Good)	To develop an innovative digital leadership programme	The Force has collaborated with Durham Constabulary to develop an innovative digital leadership programme which comprises of six modules at bronze, silver and gold level. It was designed to develop digital competence and capability in the workforce, from supervisor to chief officer level.	The first cohort of sergeants graduated from the programme at the beginning of 2021. The Force is now working with the Police digital service to explore the national roll-out of the programme as part of its objective to develop a Digital Leadership Academy.
Cumbria Police (Good)	To provide opportunities for career development through its apprenticeship programmes	Using the government’s apprenticeship levy to fund apprenticeship programmes, the Force is supporting the workforce to develop higher skills in areas such as leadership and management training. There are several programmes available: the senior leadership apprenticeship, the chartered manager degree apprenticeship, and the project manager integrated degree.	The Force is developing the professional skills of the workforce, who will then be able to implement their skills to develop the organisation.
Devon & Cornwall Police (Good)	To use innovative methods to support the workforce	Wellfest is a virtual well-being festival that was developed during the pandemic and has continued. There are a wide variety of online workshops, fitness classes and training events. The Surfwell programme has been recognised internationally. It is a peer-support based scheme that uses mental health trained officers to help any staff and officers experiencing poor mental health.	It also increases the likelihood of maintaining an efficient, healthy and resilient organisation.
Dorset Police (Good)	To support officers and staff through an online wellbeing festival	The Force used early intervention to step up its efforts to look after its workforce and minimise absences. Dorset Police also hosted a WellFest. Officers, staff and volunteers were encouraged to sign up to a wide variety of online workshops, fitness classes and training events.	Due to positive feedback and identified benefits, the festival is to be repeated in 2022, with more than 55 events planned and 2,000 bookings.

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Force (grading)	Objective	Detail	Outcome
Durham Constabulary (Good)	To promote an ethical and inclusive culture	All Police officer and Police staff supervisors must now attend a five-day leadership, wellbeing and inclusion training course. This has been designed with leading professionals and academics, some of whom help carry out the training. Participants examine the importance of values and what drives behaviour. As the week progresses, they are encouraged to put this theoretical learning into practice.	Feedback from those taking part confirms that attendees have benefited from the course. They have then used what they have learned to improve their own leadership.
Durham Constabulary (Good)	To provide development opportunities for developing the workforce for the future	Many existing officers and staff do not have formal qualifications at degree level. Force has used the income from the Government's apprenticeship levy to fund degree courses for existing Police officers and staff.	HMICFRS found that the workforce appreciated this investment and felt valued.
Durham Constabulary (Good)	To introduce a digital leadership programme for Police and Police staff supervisors	The Force has introduced the digital leadership programme. The aim is to move away from digital technology being seen as a specialism to something that is incorporated into everyday business.	Introduced in 2020, the programme provides targeted learning on digital topics. It is structured in three levels, with each one available in modules specific to rank – Sgt / Insp; CI/Supt; Ch Supt and above.
Gloucestershire Constabulary (Good)	To introduce a reverse mentoring scheme	New and existing members of staff are encouraged to work with senior managers on the reverse mentoring scheme. The aim is to give managers an insight into individuals' experiences both within and outside the Force. Currently, this focuses primarily on those who may have joined the organisation from a black or ethnic minority group.	This allows leaders to pass the learning on to others.
Hampshire and Isle of Wight Constabulary (Good)	To support staff from underrepresented groups	An equality and inclusion caseworker is available to intervene at an early stage to work with individuals from underrepresented groups who may not feel included in the workplace. The caseworker also gives first-line managers advice and guidance on how best to support or manage officers and staff with protected characteristics.	Evidence gathered showed the caseworker had helped to resolve potentially difficult situations.
Humberside Police (Outstanding)	To identify barriers within the workforce in reporting violence against women and girls	As part of its work with partner organisations and its commitment to tackling violence against women and girls, the Force has surveyed its workforce on domestic abuse and misogyny. The domestic abuse survey received 846 responses and 669 responses were received for the misogyny survey, representing 25 and 17% of the eligible workforce respectively. The results were analysed by the University of Hull to better understand the barriers to reporting. The Force arranged awareness sessions and continuous professional development lived experience training to raise awareness and confidence in reporting.	The Force changed its reporting and investigation processes for its workforce reporting domestic abuse and as a result, there has been a significant increase in domestic abuse crime reports being investigated by the Force.

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Force (grading)	Objective	Detail	Outcome
Humberside Police (Outstanding)	To understand the impact of academic studies on student officers	<p>The Force recognises the academic demand on its new student officers and has introduced a dyslexia assessment. Any additional support identified from the assessment is then provided to support the student officer.</p> <p>This seeks to minimise the attrition of student officers and provide the best opportunity for student officers with dyslexia to complete the academic part of their training.</p> <p>Student officers have a programme of operational and academic modules and are supported by mentors and assessors throughout their training. One of the three entry routes do not include the policing degree.</p>	The Force has three routes of entry for student officers. It manages the intakes to maximise the use of its resources within operational policing and minimise the abstractions required for student officers to complete academic modules.
Humberside Police (Outstanding)	To develop its workforce and leaders	<p>The Force has recognised the impact that neurodiversity has on its workforce and has introduced reasonable adjustments for selection and promotion processes (e.g. additional time or prior disclosure of interview questions).</p> <p>The Force has a development programme for females, with the aim of providing first-line managers and sergeants with the confidence, knowledge and skills to progress. The programme has a six-stage process with masterclasses, mentoring and support to develop confidence.</p> <p>Additional support is offered for the progression of its workforce from ethnic minority backgrounds. The Force has mentoring opportunities, to monitor effectiveness and progression.</p>	The Force has an understanding of its workforce skills and capabilities, which is mapped across its teams and visible through a dashboard of data. This is accessible at any time and means that managers and leaders have a detailed understanding of team skills and capabilities.
Northumbria Police (Good)	To develop a comprehensive performance management framework, which is helping to effect improvements	<p>The Force has designed and implemented a detailed and comprehensive performance management framework, which will contribute to effecting sustained improvements.</p> <p>The system is designed around revised role profiles. It identifies the main objectives and steps that need to be taken for each role. It sets out how roles contribute to the achievement of the Force's strategic objectives. It operates at two levels: the tactical level covers frontline staff and their immediate line managers, while the strategic level is used for superintendents and equivalent Police staff.</p> <p>The framework is populated with relevant quantitative data to inform discussion between individuals and their line manager</p>	<p>Regular performance and development review discussions focus on achievement against objectives, wellbeing and ethical discussions.</p> <p>The framework is aligned to the existing performance and development review process.</p>

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Force (grading)	Objective	Detail	Outcome
Northumbria Police (Good)	To use advertising to reach target recruitment audience	The Force wants to increase the representation of under-represented groups in its workforce. It created a series of adverts for television, specifically aimed at people from ethnic minority backgrounds. It then used a satellite TV company to broadcast these adverts into homes where it knew they would reach the target audience. In a similar way, the Force used audio adverts on a music streaming service to target people based on musical genre	The Force reports that these were successful in increasing applications by people from a minority ethnic background.
Nottinghamshire Police (Adequate)	To progress in creating a workforce that better represents its communities	The Force actively works with underrepresented communities and encourages potential candidates from these to join Nottinghamshire Police. In August 2021 the Force introduced a 'widening access' course to encourage BAME candidates to apply for officer and staff positions. The bespoke two-week course focused on making policing more accessible for people from different communities. It included familiarisation visits, coaching and advice and aimed to address any concerns people had before the application process.	There has been a rise in the number of BAME police officers the Force recruits. Of all new police officer joiners in the year ending 31 March 2021, 19% were from a BAME background, compared with 9% in the previous year (ending 31 March 2020). This was the highest proportion of BAME police officer new starters within Forces in England and Wales for the year ending 31 March 2021.
South Yorkshire Police (Good)	To increase the diversity of the workforce	<p>As at 31 March 2022, 48% of the workforce across all ranks and roles was female. The Force has been working towards improving its wider workforce representation. It holds sessions with members of the community, encouraging them to apply. The force it has adapted its approach and now sends invites that include a 'plus one' so that a family member can also go to the sessions. It provides leaflets in different languages for people to take home to their parents who may not speak or read English. Assistance is given where people do not have access to a computer to complete the application process.</p> <p>The Force offers online talks with officers and staff from different backgrounds, whom people can ask about their experience of working in the Force. It runs workshops that help people understand each stage of the application process and provides online interview practice and support for the fitness test so that potential applicants know what to expect.</p>	<p>The Force is encouraging applicants for Police staff roles through a jobs club at local community centres and advertises a 'job of the week' through a wide network of contacts.</p> <p>This has resulted in an increase in the number of people who better represent the local community applying for jobs in the Force.</p>
South Yorkshire Police (Good)	To raise awareness of well-being and where to find help	The force has launched a wellbeing magazine. Topics include personal stories, Q and As, cooking and recipes, celebrating newborn babies, and how members of the South Yorkshire Police 'family' use sport to help their physical and mental well-being. The magazine covers new approaches being tried to educate people about their mental well-being.	The magazine originated from an idea that an operational officer put into the Force's 'innovation station'. It won support from senior leaders and continues to be authored and published by the same officer.

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Force (grading)	Objective	Detail	Outcome
South Yorkshire Police (Good)	To manage workforce mental health	The Force introduced a 'Mind Over Mountain' well-being initiative during the pandemic. The aim of this is to get staff to exercise in the fresh air, to improve mental health and well-being. Four staff members, who are trained as mountaineering guides, arrange walks on a weekly scheduled rest day. The staff attending are given a day of leave back.	Proven successful results have been shared internal to Senior Officers and Staff Managers to continue to use, monitor and support this initiative.
South Yorkshire Police (Good)	To train and develop volunteer officers to the same level as regular officers	The Force invests in the training of its special constabulary volunteers. It has two accredited special constabulary trainers, who are volunteers themselves, and are part of the Force's operational training team. Volunteer officers receive the same level of training as regular officers.	This course is built on the sergeant training course that the special constabulary in South Yorkshire Police were already using to train their officers. The Force has since supported the development of the national programme.
Sussex Police (Adequate)	To create presentations to promote an ethical and inclusive culture where personnel feel valued and included	The Force has produced a series of interactive presentations called Let's Talk About. The aim is to help supervisors hold open discussions in their teams about ethical and inclusive issues. Let's Talk About Gender and Let's Talk About Race and Inclusion have been presented to the workforce. The Force is planning Let's Talk About Legitimacy next.	HMICFRS found a strong feeling of team togetherness and support across the Force. The workforce felt included and valued.
Sussex Police (Adequate)	To focus on early intervention in its welfare provision	The Force has created and introduced a trauma tracker with the aim of understanding the combined impact of traumatic-incident attendance on officers and staff. The trauma tracker provides a platform on which to record and monitor these experiences. This supports supervisors in knowing when to intervene and ensure help and support are made available.	HMICFRS report that officers appreciated the support and care and were positive about the process.
Thames Valley Police (Adequate)	To recruit and retain more officers from minority ethnic backgrounds	The Force has a positive action engagement team who encourage and support prospective officers from minority ethnic backgrounds to join Thames Valley Police. Applicants from minority ethnic backgrounds who meet the eligibility criteria for police constable are offered support through the recruitment process.	In the year ending 31 March 2021, 11.6% of police officer joiners to Thames Valley Police self-identified as Black, Asian or minority ethnic (BAME). This is lower than the BAME proportion in the local population (15.4%) but higher than the total proportion of BAME officers in the Force at 31 March 2021 (5.5%). This suggests that the Force is moving in a positive direction but is still not fully representative of its local community.
West Midlands Police (Adequate)	To help create a workforce that reflects its diverse communities	Of the 2,800 officers the Force is recruiting as part of the policing uplift programme, it is aiming for 1,000 to be from under-represented groups. It uses targeted recruitment campaigns based on market research to encourage applications from BAME candidates. The Force identifies points in the recruitment process where candidates are more likely to fail selection. It ensures these points of attrition do not affect any groups disproportionately. There are also recruitment ambassadors who are volunteers who encourage applications.	The Force has strong links with public and private sector bodies to develop new approaches to recruitment and retention. This range of measures means the Force recruits more people from under-represented groups.

OPERATIONAL PRACTICE AREA EIGHT: Leadership and Force management

This area is assessed by HMICFRS by considering whether Forces have effective strategic planning and performance management frameworks. HMICFRS also reviews the visibility of the Force’s leaders and whether they are effective.

Worthy of note both Humberside Police and South Yorkshire Police actively seek opportunities to improve services through collaboration, internal and external engagement and make the most of the benefits of working collaboratively in line with their statutory obligations. **15 examples of innovative practice** have been captured across the 43 Forces.

Force (grading)	Objective	Detail	Outcome
Avon & Somerset Police (Good)	To operate efficiently	<p>The constabulary has pioneered robotic process automation in policing. The constabulary has pioneered the use of robotic process automation to improve efficiency.</p> <p>This involves conducting tasks automatically rather than requiring manual work by an individual. The constabulary has 41 automated processes (including pay, vetting and its IT service desk).</p>	The robotic process automation programme has been in place for three years. The constabulary has quantified benefits and confirmed that these processes have saved the equivalent of 73 full-time employees.
Cambridgeshire Constabulary (Good)	To efficiently allocate its resources to where they are most needed	<p>In 2019 the Force introduced the Cambridgeshire strategic, threat and risk assessment (CAMSTRA). It now has a well-co-ordinated and comprehensive annual corporate planning cycle, which aligns analysis of current and future demands with planning.</p> <p>The process identifies any current and future operational pressures the Force may face when meeting its priorities. It is able to systematically assess each pressure against the Force’s capacity and capability to manage the expected future demand and risk and to understand the costs of doing so.</p>	<p>CAMSTRA has become an integral part of the constabulary’s business planning.</p> <p>It gives the Force the opportunity to scrutinise the use of resources in all operations, enabling the Force to identify potential efficiency savings.</p>
Durham Constabulary (Outstanding)	To change Police staff contracts to take advantage of the benefits of home working and make best use of its finances	<p>The Force surveyed staff and police officers who worked from home. By monitoring productivity, it concluded that some of the temporary changes could be made permanent. The Force consulted with trade union officials and drafted changes to staff contracts.</p> <p>This included a requirement for staff to work from home for three days a week and to go into work at least every fortnight to meet with their line manager. Not all roles or individuals were assessed as suitable for home working.</p>	<p>Benefits of home working include reduced travelling costs, more flexible working conditions and staff feeling of being valued and trusted. Initial costs associated with providing furniture and hardware to allow for home working were described as minimal.</p> <p>The Force is now reviewing its estate strategy, to establish what accommodation it needs to sustain the new ways of working. It expects to be able to reduce costs and make significant savings in the medium to longer term.</p>
Durham Constabulary (Outstanding)	To set an effective strategic planning and performance framework,	The Force has a comprehensive approach to strategic planning and performance management. This is underpinned by a co-ordinated	Monthly threat and risk meetings are held at both the local and Force levels. There are also bi-monthly resourcing meetings to align resources with demand.

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	ensuring it tackles what is important locally and nationally	<p>approach to data collection and robust governance arrangements throughout the organisation.</p> <p>The Force has a good relationship with the Office of the Police and Crime Commissioner, which ensures its full integration with the Police and crime plan. Its overarching strategy is set out in the plan-on-a-page. Knowledge of the plan-on-a-page extends throughout the organisation and is evident in performance management and governance structures.</p>	The strategic cyber and operational resource department scans the organisation for demand each day and can respond to meet increased demand. Daily locality meetings and weekly operational meetings allow the Force to flex with changing demand.
Humberside Police (Outstanding)	To transform public sector services to support vulnerable people	<p>The Force has introduced a programme of change called Right Care, Right Person, working with health partner organisations. This makes sure the right agency takes responsibility for vulnerable people from the outset.</p> <p>The evaluation of the programme found demonstrable efficiency gains, along with evidence of the public receiving more timely care from the most appropriate care provider.</p>	The Force had efficiency savings of 1,100 Police hours per month. The Force was the national winner of the UK Police Service of the Year 2022 award at the iESE Public Sector Transformation Awards.
Humberside Police (Outstanding)	To develop a strategic planning, governance, performance and quality assurance framework	<p>This supports the Force's strategic planning (known as Plan on a Page) and the Police and Crime Commissioner's Police and Prime Plan.</p> <p>Force governance and performance are reviewed at local accountability meetings, team accountability meetings, victim focus boards and Deputy Chief Constable governance meetings.</p>	<p>The Force is a learning organisation, learning both from staff internally and from its external partners.</p> <p>Other Forces have visited Humberside Police and adopted its strategic planning structure.</p>
Humberside Police (Outstanding)	To use automation and data analysis to understand its overall demand	<p>It has automated its data, via a database, and displays it on a digital dashboard. This provides the Force with a detailed current understanding of demand and supports its understanding of and response to changing demand.</p> <p>Supervisors and managers have been trained to use the database to allow them to examine the data.</p>	<p>The Force has an understanding of its current demand, supported by data from both internal and external partner information. It has invested in systems and developed processes that support a wide understanding of demand.</p> <p>There are clear lines of accountability, with a supportive leadership approach that encourages decision-making and good resource deployment.</p>
Merseyside Police (Good)	To provide support its joint Force and OPCC audit committee to provide assurance on key risks	<p>Force subject matter experts act as audit committee champions, supporting the committee.</p> <p>This gives focus on important risks identified by both the PCC and Chief Constable, including the adequacy of governance and risk management frameworks and financial reporting.</p>	This has been used to give assurance through its audit review and confirmation of the improvement in the domestic violence disclosure scheme.
Norfolk Police (Outstanding)	To develop and use data from partner organisations to give the Force an improved understanding of	Using Power BI, the Force has enhanced its ability to process and interpret large amounts of information about important trends. Data is presented in detailed diagnostic dashboards, which visualise demand and vulnerability data. This is allowing senior and operational leaders to gain a comprehensive understanding of demand, risks and opportunities.	The investment in a data suite and the refreshing approach to partnership data mean that the Force can determine demand challenges and take steps to mitigate the risk.

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	performance management	The dashboards display 12 months' rolling data. Hyperlinks are being created for users to click on when further information is required.	
Northumbria Police (Good)	To make use of virtual reality technology to educate young people and keep them safe	<p>The Force has created a series of virtual reality computer programs to educate and safeguard members of the community, particularly young people. Programs have been designed on the following themes:</p> <ul style="list-style-type: none"> • staying safe in the night-time economy; • the dangers of child sexual exploitation; and • coercion and control. <p>Of note is a program about the dangers of knife crime. Secondary schools have used this widely throughout the Force area. Supported by detailed teaching notes, it highlights the risks of carrying knives and the consequences of decisions.</p>	<p>The results shared with HMICFRS are purported to show the value and effectiveness of the sessions.</p> <p>This innovative approach will realise further benefits to the Force and partner organisations in the longer term.</p>
South Yorkshire Police (Outstanding)	Seeking opportunities to improve through problem-solving and innovation	<p>The Force's 'innovation station' encourages ideas from staff. The Force has supported this scheme with an investment of £100,000, which the workforce can bid for to develop their ideas. Ideas developed at a local level can be put forward to the quarterly innovation board for approval.</p> <p>This included £10,000 for Automatic Number Plate Recognition cameras for local Police vehicles to develop a more intelligent approach to managing county lines activity.</p> <p>It also funded the use of GPS 500 trackers to find people reported missing who have dementia. The system provides a trail of where the person has been. The Force has since worked with the NHS on this approach, who have trialled it as a treatment option for people with dementia.</p>	<p>The Automatic Number Plate Recognition cameras supported officers with additional technology to fight serious crime proactively by developing better intelligence.</p> <p>The use of GPS trackers effectively supports vulnerable people with dementia and gives reassurance to their support network.</p>
South Yorkshire Police (Outstanding)	To be efficient in its use of Police staff roles to free up officer time	<p>The Force has modernised its workforce to make sure that the right people are in the right roles, with a high proportion of Police staff. As at 31 March 2022, 45% of its workforce was Police staff, and 55% Police officers. It actively looks for ways in which it can be more efficient to reduce demand on frontline officers, to allow them to do their roles as warranted officers.</p> <p>This means that Police staff do the jobs that do not require Police powers. This includes tasks such as research, paperwork and court appearances.</p>	The Force is able to utilise Police officer resources more effectively.
Suffolk Constabulary (Good)	To provide the basis for excellent governance and leadership	Project 2025 sets out the high-level principles for how the Force intends to operate. A transformational change team ensures that innovation is embraced.	The Project 2025 team provides the Force with an innovation hub.

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		<p>Current and planned workstreams of the project include redesigning the performance framework, and bespoke pieces of work on increasing productivity, prevention, investigation standards and better use of technology. The Force benefits manager is closely linked to the project to advise and oversee the identification and recording of benefits and drawbacks.</p> <p>Project 2025 uses an internship scheme. This will bring in 12 people to complete projects for the Force over the next 12 months at the cost of £30,000.</p>	<p>It helps to ensure that focus and funding follow priorities and that tangible improvements are made to how it provides services.</p>
<p>Suffolk Constabulary (Good)</p>	<p>To increase understanding and management of overall performance</p>	<p>The Force is making use of data from its own systems and from partners, via the county data warehouse.</p> <p>Display screens show 12 months of rolling data gathered from numerous sources in a clear and detailed way, and specific datasets can be easily linked to.</p> <p>Other enhancements include working with partner organisations such as local authorities to better manage the collected data.</p>	<p>Using the data visualisation software, the Force presents detailed data to its senior and operational leaders in a way that allows them to comprehensively understand demand, risks and opportunities.</p>
<p>West Yorkshire Police (Outstanding)</p>	<p>To operate efficiently, promote and use innovative business planning processes</p>	<p>The Force has combined the development of its annual Force management statement (FMS) with its strategic assessment. The Force's assessment of current and future demand is understood alongside its strategic threat, harm, and risk assessment. The FMS is the foundation of all strategic and business planning.</p> <p>Information used includes empirical data and 'horizon scanning' exercises from local councils and the Fire and Rescue Service. Of note is that it also includes data from the Institute of Fiscal Studies about the impact of financial constraints on public services after the COVID-19 pandemic.</p>	<p>The Force has carried out a pilot with the Home Office to examine the unit cost of policing. Early involvement in national projects places the Force at the forefront in terms of understanding its demand and the costs associated.</p>

Recording data about crime

No examples of innovative practice were noted under the recording data about crime area, however Kent Police and Leicestershire Police were assessed as 'Outstanding'. West Midlands Police, Thames Valley Police, South Yorkshire Police, Merseyside Police, Hampshire & Isle of Wight Constabulary, Cleveland Police, and Cambridgeshire Constabulary were also assessed as 'Good'.

Providing a service to victims of crime

Only 8 out of 43 Forces received any grade, with Suffolk Constabulary shown to have demonstrated effective, efficient, innovative or pioneering practice under the providing a service to victims of crime area.

Force (grading)	Objective	Detail	Outcome
Suffolk Constabulary (Requires improvement)	To improve call handling management	The Force has a telephone system that allows switchboard staff to assess a call and drop it into a number of different call queues. These queues are risk-related. This means that a call to report a crime will be in a higher priority call queue than a call related to an advice and guidance request.	The system makes sure that higher priority calls are at the top of the queue and lower risks at the bottom.

Tackling workforce corruption

No examples of effective, efficient, innovative or pioneering practice were noted under the recorded data about tackling workforce corruption, however Essex Police, Lancashire Police, Nottinghamshire Police and South Wales Police were assessed as 'Good'.

Disrupting Serious and organised crime

HMICFRS review serious and organised crime on a regional basis, rather than assessing Forces individually. Various examples of effective, efficient, innovative or pioneering practice were highlighted by HMICFRS.

Force (grading)	Objective	Detail	Outcome
Bedfordshire Police (Good)	To ensure lead responsible officers (LROs) are supported by specialists to tackle serious and organised crime (SOC)	Bedfordshire Police provides training and support for LROs, who manage its response to individual SOC threats. A dedicated team provides support to LROs concerning 4P plans and how to access specialist support.	The Force manages SOC threats effectively and includes good 4P planning. This has the overall impact of increasing SOC disruptions.
Derbyshire Constabulary (Adequate)	To introduce a data and analysis tool to understand serious and organised crime (SOC) threats	The Force has invested in Microsoft Power BI, a data visualisation tool, to enhance its understanding of SOC threats. It has also used this tool to direct the activity of covert teams working on SOC disruption activity.	This tool has achieved efficiency savings by reducing the hours that personnel spend on researching and analysing this type of information.
Durham Constabulary (Outstanding)	To ensure the Force has the right systems, processes, people and skills to tackle serious and organised crime	The Force uses many specialist skills to identify and counter the threat from serious and organised crime. In particular, its investment in digital intelligence and forensics, and its use of financial investigators. The Force proactively pursues illicit finances.	It has been recognised nationally for its analytical exploitation of suspicious activity reports to identify links to organised crime groups (OCGs). It works to recover money from OCGs through confiscation orders. A financial investigator is appointed at the earliest opportunity in all OCG investigations. This allows the Force to identify and pursue financial opportunities to disrupt OCGs.
Durham Constabulary (Outstanding)	To reduce the threat from serious and organised crime	The Force has a well-structured and embedded approach to disrupting the threat posed by serious and organised crime. It has a dedicated OCG disruption team, with tactical advisers identifying good practice and providing local officers with guidance.	The value of this partnership working has been recognised as good practice.
Gloucestershire Constabulary (Good)	To record organised crime group (OCG) activity	The Force has designed and made the 'Apex app', which is available to the workforce.	This has improved performance reporting in the region.
Lancashire Police (Good)	To have an effective network of lead responsible officers	The constabulary allocates serious organised crime investigations to the appropriate lead responsible officer (LRO), depending on the level and nature of threat.	4P plans were well managed and LROs were held to account for achieving the plans.
Lancashire Police (Good)	To tackle exploitation linked to modern slavery and human trafficking	MSHT team and the co-ordinator were working with relevant partners to tackle this type of crime. This is facilitated by Operation Genga and the Pan Lancashire Anti-Slavery Partnership (PLASP). The PLASP has developed an online toolkit to be used by Police and partner agencies to standardise the approach to dealing with victims of MSHT.	The constabulary can demonstrate an increase in MSHT threats identified from 2018 to 2020. Referrals for potential victims to the constabulary and the national slavery helpline have increased. Officers from the NWROCU have used the services of PLASP to support regional MSHT investigations.
Leicestershire Police (Outstanding)	To lead responsible officers (LROs) are effective in managing	Each organised crime group (OCG) within the Force has an LRO allocated to manage the serious and organised crime threat.	LROs had extensive knowledge of the intelligence related to the OCGs they manage;

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Force (grading)	Objective	Detail	Outcome
	and co-ordinating 4P activity		worked closely with neighbourhood commanders and their teams to manage local OCGs more effectively; had awareness of covert tactics that can be used to tackle OCGs, including those available in the ROCU; worked well with senior investigating officers to design and develop effective 4P plans; and had an understanding of prevent and protect initiatives available across the Force.
Merseyside Police (Outstanding)	To consult communities about allocation of seized money for community projects, building community resilience and diverting people from crime	In March 2019 a consultation event was held in Speke to give the community a say about how Police funding should be spent in the area. The 'Speke Up' event saw community groups bidding for a £26,000 pot of funding seized from criminals using the Proceeds of Crime Act 2002 (POCA).	This consultative approach has supported sustainable outcomes for the community – including a 63% reduction in anti-social behaviour incidents and a 43% reduction in the number of section 18 assaults, as well as enabling community resilience
Merseyside Police (Outstanding)	To use legislation in innovative ways to target and disrupt county lines offenders	The Force is using drug dealing telephone restriction orders (DDTROs) legislation innovatively to tackle county lines offenders and disrupt their drug dealing activities.	Gangs have restricted ability to operate in spaces where restriction orders are in place.
Northumbria Police (Good)	To take a creative approach to understanding serious and organised crime data	The Force is developing a data and analytical tool to comprehensively map place-based harm. This allows the Force to determine and prioritise the areas most affected by organised crime, and to decide where to focus its Clear, Hold, Build activity.	The tool is intended to make the Force more effective and efficient in developing profiles of place-based harm (such as the serious and organised crime local profile and informing Clear, Hold, Build work) and in targeting and understanding the effect of its activity against serious and organised crime threats.
W Yorkshire Police (Outstanding)	To utilise a whole-systems approach to combating serious and organised crime (SOC) under its 'programme precision' brand	Programme precision is West Yorkshire Police's platform for the implementation of SOC activity at each level of the organisation. A strategic governance framework feeds into a programme precision executive steering group.	The Force is tackling SOC at every level of the organisation.
W Yorkshire Police (Outstanding)	To be innovative in its use of SOC local profiles	SOC local profiles have been produced at district level. Local profiles identify the threat, vulnerability, and risk from SOC in a local area. The Force uses a crime severity index to rank the highest-scoring wards in each district so that it can focus efforts to combat SOC in the areas of highest harm.	The Force revisits the crime severity index score every six months to review what impact its activity is having within the community.

Section 2: Analysis of 2023-2025 PEEL reports

Below is a summary of the high level HMICFRS findings, providing an overview of overall gradings.

Constabulary Name	Police powers and treating the public fairly and respectfully	Preventing and deterring crime and antisocial 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	Recording data about crime	Vetting and counter corruption	Disrupting serious organised crime
Cambridgeshire Constabulary	Outstanding	Good	Inadequate	Adequate	Adequate	Inadequate	Good	Requires Improvement	N/A	N/A	N/A
Cumbria Constabulary	Adequate	Good	Good	Good	Good	Good	Outstanding	Good	N/A	N/A	N/A
Derbyshire Constabulary	Adequate	Good	Requires Improvement	Requires Improvement	Requires Improvement	Adequate	Adequate	Requires Improvement	N/A	N/A	N/A
Devon and Cornwall Police	Adequate	Good	Inadequate	Inadequate	Adequate	Requires improvement	Adequate	Requires improvement	N/A	N/A	N/A
Durham Constabulary	Adequate	Good	Requires Improvement	Adequate	Requires Improvement	Adequate	Adequate	Adequate	Good	N/A	Outstanding
Dyfed-Powys Police	Adequate	Adequate	Adequate	Adequate	Requires Improvement	Adequate	Requires Improvement	Adequate	N/A	N/A	N/A
Gloucestershire Constabulary	Good	Adequate	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Adequate	Requires Improvement	Outstanding	N/A	N/A
Greater Manchester Police	Adequate	Good	Adequate	Adequate	Adequate	Requires Improvement	Adequate	Good	N/A	N/A	N/A
Hertfordshire Constabulary	Adequate	Good	Requires Improvement	Requires Improvement	Requires Improvement	Adequate	Adequate	Requires Improvement	Inadequate	N/A	N/A
Humberside Police	Good	Outstanding	Good	Requires Improvement	Outstanding	Good	Outstanding	Good	N/A	N/A	N/A
Kent Police	Good	Good	Requires Improvement	Requires Improvement	Good	Adequate	Good	Good	N/A	Adequate	Good
Merseyside Police	Good	Good	Adequate	Adequate	Requires Improvement	Requires Improvement	Good	Adequate	N/A	N/A	N/A
Metropolitan Police	Adequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement	N/A	N/A	N/A
Norfolk Constabulary	Adequate	Good	Requires Improvement	Adequate	Requires Improvement	Requires Improvement	Adequate	Adequate	Outstanding	N/A	N/A
North Yorkshire Police	Good	Good	Adequate	Adequate	Good	Good	Adequate	Adequate	Good	N/A	N/A
Northamptonshire Police	Good	Adequate	Adequate	Requires Improvement	Adequate	Adequate	Adequate	Adequate	Outstanding	N/A	N/A
Nottinghamshire Police	Adequate	Inadequate	Adequate	Inadequate	Requires Improvement	Adequate	Adequate	Inadequate	N/A	N/A	N/A
South Wales Police	Adequate	Good	Requires Improvement	Requires Improvement	Adequate	Adequate	Good	Adequate	Adequate	N/A	N/A

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Constabulary Name	Police powers and treating the public fairly and respectfully	Preventing and deterring crime and antisocial 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	Recording data about crime	Vetting and counter corruption	Disrupting serious organised crime
Staffordshire Police	Adequate	Good	Requires Improvement	Requires Improvement	Requires Improvement	Adequate	Adequate	Adequate	N/A	N/A	N/A
Suffolk Constabulary	Good	Good	Inadequate	Adequate	Requires Improvement	Requires Improvement	Adequate	Adequate	Good	N/A	N/A
Surrey Police	Adequate	Good	Inadequate	Adequate	Adequate	Good	Requires improvement	Adequate	N/A	N/A	N/A
Thames Valley Police	Good	Adequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Adequate	Requires Improvement	N/A	N/A	N/A
West Midlands Police	Adequate	Adequate	Requires improvement	Inadequate	Inadequate	Inadequate	Requires Improvement	Requires Improvement	N/A	N/A	N/A
West Yorkshire Police	Adequate	Good	Adequate	Requires Improvement	Adequate	Adequate	Requires Improvement	Adequate	Outstanding		
Wiltshire Police	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Adequate	Adequate	Adequate		

OPERATIONAL PRACTICE AREA ONE: Police powers and treating the public fairly and respectfully

This area of assessment considers how Police Forces interact with the public, giving particular focus to how Police Forces use stop and search, and use of force.

The effective, efficient, innovative and pioneering practice identified by HMICFRS in this area largely focused on the scrutiny processes that Forces have put in place for stop and search. Cambridgeshire Constabulary, Greater Manchester Police, Surrey Police and Thames Valley Police have all established scrutiny arrangements that include external members to oversee their use of stop and search. Surrey Police hosts a twice-yearly public question and answer event as a public engagement method and to recruit members to the panel.

Other areas of practice recognised by HMICFRS include Cambridgeshire Constabulary’s use of technology. Following a stop and search, an individual is sent a QR code to inform them of their rights. This also gives the individual the opportunity to join the aforementioned external scrutiny arrangements. **Eight examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (grading)	Objective	Detail	Outcome
Cambridgeshire Constabulary (Outstanding)	To promote the community scrutiny panel for stop and search and to recruit more members	Innovative practice was commended in the constabulary’s use of technology to inform the public of their rights. When an individual is subject to the use of stop and search, they are sent a QR code. This code links to an explanation of stop and search powers and invites the individual to join the community scrutiny panel. This panel reviews stop and search and gives feedback.	HMICFRS note that increased panel diversity could improve the scrutiny of the constabulary’s approach to stop and search. It could also improve community relationships.
Cumbria Constabulary (Adequate)	To support children who come into contact with the criminal justice system	The Constabulary refers all children who are stopped and searched to its child-centred policing teams. Following referral, these teams will review the incident and determine how to communicate with the child and their family in the most appropriate way.	An efficient referral to specialist teams allows the constabulary to intervene at an early stage, potentially diverting the child from criminal behaviour.
Greater Manchester Police (Adequate)	To help the Force better understand and improve its use of stop and search	There is a “Force level” governance meeting to oversee stop and search. This assurance mechanism is bolstered by having external membership, which includes academics, youth workers and staff from representative charities	This broad membership provides a good insight into the experience and understanding of those who have been stopped and searched by the police in Manchester. It allows conversation and debate. For example, at one meeting discussion focused on how the Force could receive feedback from those who had been stopped and searched.
Humberside Police (Good)	To support officers that may lack confidence in using powers	Conflict coaches have been introduced by the Force to support officers that lack confidence in using stop and search and other powers.	Coaches are used more widely across the organisation, including supporting officers returning to frontline work.
Humberside Police (Good)	To oversee and scrutinise officers’ use of force	Sergeants are required to sign off all use of force records. When recording use of force, the officer must detail the reasons why and the decision making process.	Records are checked against custody incident logs to understand how it is used and the impact of use of force on detainees.

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Metropolitan Police (Adequate)	To invite community scrutiny to improve interactions with the public	Each of the Metropolitan Police’s local area command units has a community monitoring group that scrutinises the use of stop and search. These groups reviews a random sample of stop and search forms and the corresponding BWV footage. The group provides feedback to the officers involved. Separately, there is also a people encounter panel that considers other interactions with the public, which includes the use of force.	Data from all groups is collated and analysed by the Force’s central stop and search team to identify trends and organisational learning.
Surrey Police (Adequate)	Inform the public about how it monitors and analyses its use of force and of stop and search powers.	Twice yearly, Surrey Police holds a question-and-answer public event on its use of force and stop and search powers. Senior officers can be asked questions about the power, and the Force also uses the event as a method of recruiting members for the Force’s scrutiny panel.	In the last year, seven people expressed interest in joining the panel, three of whom became panel members.
Thames Valley Police (Good)	To provide external scrutiny of stop and search	Either a scrutiny panel or a stop and search oversight group has been established for each area of local policing. These then report to a police powers advisory group, which is a Force wide group.	Thames Valley Police respond to feedback by making changes to its approach, and providing training and guidance where necessary. After consulting with a member of the group who had been subjected to compliant handcuffing, guidance on this tactic has been created.

OPERATIONAL PRACTICE AREA TWO: Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

HMICFRS assess how well Forces prioritise prevention and deterrence of crime and antisocial behaviour. HMICFRS also consider how Forces use partnership-oriented and evidence-based problem solving in addressing these issues long term. The final aspect of this assessment reviews how the Force seeks views and support from communities.

A variety of vulnerabilities are addressed by the approaches highlighted in the PEEL reviews. Forces have notable practice in relation to domestic abuse, mental health, those vulnerable to trafficking and supporting the investigation of sexual offences. Community engagement approaches taken by Gloucestershire Constabulary, Surrey Police and Northamptonshire Police are also highlighted.

Initiatives by Northamptonshire Police and Thames Valley Police that focus on diverting young people from offending are also signposted by HMICFRS, with Thames Valley Police’s use of data also commended as good practice. Finally, the use of data by West Midlands Police to predict knife crime and to deploy resources to address it is recognised as innovative practice. **23 examples of innovative practice have been identified across the 25 reports published at time of writing.**

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Force (Grading)	Objective	Detail	Outcome
Derbyshire Constabulary (Good)	To use problem solving to change its approach to missing persons	The Constabulary employed the scanning, analysis, response and assessment (SARA) method to review its approach to missing persons. The scanning phase identified poor practice in investigations. Following this, the Force now uses problem solving methods to manage children reported as missing.	Before implementing this approach, the number of children missing from foster care reported to Derbyshire Police was 277 in the year ending 31 st March 2022. In the year ending 31 st March 2023, after the approach was implemented, 206 children were reported missing from foster care – a 25% reduction. The Force also used external academic scrutiny, which confirmed this reduction was due to its new approach.
Devon and Cornwall Police (Good)	To use technology to support vulnerable people in the community	The Force has developed a Law Enforcement and Public Health app, helping to support vulnerable people. Accessed on officers' mobile devices, the app links to a bespoke public health resource.	Officers are able to signpost individuals to appropriate health and wellbeing services.
Devon and Cornwall Police (Good)	To use multi-agency partnerships to manage high-harm perpetrators	Project NOVA brings together partners to assess and manage those at risk of perpetrating antisocial behaviour and criminality.	Offenders are graded and provided with the appropriate support dependent on this grading.
Gloucestershire Constabulary (Adequate)	To give a voice to minority ethnic groups in policing	Held on a two-monthly basis, the Force's community legitimacy panel is attended by representatives from minority ethnic groups in Gloucestershire.	This panel allows representatives from seldom heard communities to raise their concerns to senior level officers.
Gloucestershire Constabulary (Adequate)	To provide members of the local community the opportunity to be involved in local policing activity	The Force has a range of different ways individuals can volunteer with the police Force. This includes the Youth Advisory Group, which allows people ages 14-25 to discuss their experiences with the police.	The financial contribution of these voluntary roles is estimates to be £45,000 per year.
Greater Manchester Police (Good)	To prioritise prevention and deterrence of crime	A new organisational structure developed by the Force prioritises prevention and deterrence of crime, antisocial behaviour and vulnerability. Robust governance, performance and assurance has been established to oversee this change.	Cost-benefit analysis is conducted on plans proposed by different areas of the structure. The Force prevention branch prepares Force-level data for demand at a district level.
Hertfordshire Constabulary (Good)	To address behaviours of those causing harm in a domestic abuse context	In collaboration with the Police and Crime Commissioners, local authorities, NHS Boards and probation, Hertfordshire Police provide services through the Chrysalis Centre to those exhibit harmful behaviours. The centre provides a holistic approach to addressing these behaviours via clinical, behavioural and support interventions.	The Constabulary made 156 referrals to the centre between 1 st September 2023 and 12 th June 2024.
Kent Police (Good)	To provide prompt support and intervention to those	Officers who are responding to mental health calls can seek guidance from specialist medical practitioners during their response.	In the year ending 31 March 2022, Kent Police detained 1,136 people under section 136 of the Mental Health Act 1983, compared to 1,745 in the previous year. The Force estimates that between April 2019 and January 2021, use of section 136 from the point of

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Force (Grading)	Objective	Detail	Outcome
	in a mental health crisis		detention to handover to mental health services required 16,725 hours of policing. The figure from April 2022 to January 2023 stands at 7,083 hours.
Metropolitan Police (Requires improvement)	To divert young people from the criminal justice system	Metropolitan Police is trialling a mobile app to encourage young people caught in possession of small quantities of controlled substances to engage with the Divert scheme. This provides education and treatment pathways and has been used by the Force since 2015.	By extending the use of this app to frontline officers and other organisations, it is hoped this increases the likelihood of young people accessing opportunities for diversion.
North Yorkshire Police (Good)	To reduce vulnerability in rural areas	The Force has worked with independent domestic abuse services to assist in identifying signs of abuse and to provide support to victims.	The operation saw a 34% reduction in offences between 1 January 2022 and 31 December 2022 when compared with the previous year.
Northamptonshire Police (Adequate)	To provide early intervention and diversionary opportunities for young people	The Community Initiative to Reduce Violence (CIRV) provide interventions for young people when they have contact with police, often in custody. This includes offering young people the chance to interact with others who had been involved in criminality to hear how this has harmed others. Young people also have access to employment opportunities.	The CIRV measures success by reducing offending through this diversion. 40% of the cohort were in this category in March 2023.
Northamptonshire Police (Adequate)	To monitor the effectiveness of neighbourhood policing	Neighbourhood policing officers and community support officers complete a Community Engagement form following attendance at events such as public surgeries and school intervention activities. The data captured in these forms are then mapped against communities to identify areas where further activity could take place.	Through using this process, the Force found gaps in its engagement with members of the Black community in local areas.
South Wales Police (Good)	To prevent the perpetration of harmful behaviour	The Force sends letters about arrested people to partner agencies or employers where their offending may cause harm at their place of work.	Employers are given information to make decisions that will empower them to safeguard others.
Surrey Police (Good)	To assist officers responding to suspected organised begging reports	Officers are able to access applications on mobile data terminals to provide assistance.	Improved awareness in the workforce.
Surrey Police (Good)	To improve awareness amongst magistrates	Surrey Police has developed a suite of training to magistrates on topics such as county lines and modern slavery	It is hoped the understanding of police decisions amongst magistrates before they make sentencing decisions will be improved.
Surrey Police (Good)	To empower the local community to become involved in policing	Volunteers with Surrey Police are involved in a range of work including collecting biometric data from new recruits and working to inform the public on cybercrime.	5,500 attended an open day hosted by the Force. Of the 1,200 attendees who completed a follow up survey, 43.5% said they would be interested in volunteering with the Force.
Thames Valley Police (Adequate)	To divert arrested young people from reoffending	Operation Deter is an initiative that aims to divert children who have been arrested from reoffending.	57 children were arrested under Operation Deter, with one of those children being arrested again for a similar offence.
Thames Valley Police	To reduce harm, vulnerability,	The Thames Valley Together database provides a mechanism for partnership data to be shared and	The project awaits a full academic evaluation.

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Force (Grading)	Objective	Detail	Outcome
(Adequate)	offending and repeat demand	analysed across the Force area. Any partner can log in to the database. It enables the police and partners to prioritise activity where individuals are most at risk of serious violence.	
Thames Valley Police (Adequate)	To safeguard victims of human trafficking	As part of the VAWG strategy, the Force develops intelligence from adult services websites from those who are at risk of being sexually exploited. Following assessment, local officers will then conduct a welfare visit.	61 assessments had been undertaken, with 15 welfare visits conducted. 19 sex workers were safeguarded, and 5 arrests were made for exploitation. Four investigations were ongoing at the time of the review.
Thames Valley Police (Adequate)	To reduce the risk of registered sex offenders reoffending	Operation Yeomanry is being piloted in three local policing areas. Police proactively apprehend those suspected of committing two or more sexual offences and consider partnership interventions or preventative orders.	HMICFRS found the Force is increasing the likelihood of securing positive outcomes for serious crimes and preventing reoffending.
West Midlands Police (Adequate)	To reduce the likelihood of knife-related injuries	The Force has developed a 'knife prediction tool'. Using three years' worth of data, the Force looks to predict areas where injuries caused by knives are most likely to happen.	The tool has helped to reduce overall serious youth violence by 11.4% between 1 April and 31 August 2023 and the same period in 2022.
West Midlands Police (Adequate)	To mitigate the risk to public safety caused by street racing	Operation Hercules uses problem solving techniques to reduce the likelihood of individuals becoming involved in illegal car cruises or street racing. The force warns drivers and seizes vehicles, and also uses virtual reality to educate young people. A diversionary course has also been established.	900 individuals have attended the diversionary course.
West Midlands Police (Adequate)	To understand Black people's experience of policing	The Force ran the #letstalkaboutpolicing campaign and worked with social media influencers to learn how Black people from Gen Z feel about policing.	The Force used interviews to assess the impact of the campaign. Several recommendations for improvement were made and implemented.

OPERATIONAL PRACTICE AREA THREE: Responding to the public

To assess Forces in this area, HMICFRS consider how Forces oversee responses to contact from the public and can understand risk in this area. In addition, HMICFRS expects to see Forces responding appropriately to incidents.

Greater Manchester Police's approach to efficiencies made in call handler recruitment was noted as pioneering practice its approach to using to technology to improving contact methods was also commended. Durham Constabulary was also commended for its approach in reducing control room demand. Innovative approaches to assisting officers and victims of crime in real time were also recognised. **Six examples of innovative practice have been identified across the 25 reports published at time of writing.**

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Force (Grading)	Objective	Detail	Outcome
Durham Constabulary (Requires improvement)	To reduce control room demand	The Force uses volunteers to assist in helping frequent callers who may not need emergency services, but who feel they need someone to talk to.	A notable reduction in the calls made by a frequent caller was noted by the Force.
Greater Manchester Police (Adequate)	To ensure sufficient call handling resources are available	Recognising that recruitment, selection and vetting processes were costing the Force candidates, efficiencies were made in the process.	The Force was able to recruit the required resources for its contact, crime and operations centre.
Greater Manchester Police (Adequate)	For officers to check compliance with licence conditions and to mitigate risks to public safety	New software has been launched by the Force to assist those reporting a crime to the police online. It automatically generates a PDF form which is automatically converted into an incident log.	The PDF reader saves 650 hours per month that would usually be spent manually inputting 122,000 reports. Another system implemented by the Force to reduce double keying of data is estimated to save the Force £2,000 per day.
Kent Police (Requires improvement)	To support callers reporting domestic abuse	The Force has improved its response to calls linked to non-emergency domestic abuse. With their consent and whilst on the line, the caller is sent an online link that launches a video call with an officer trained in domestic abuse investigations as part of the domestic abuse hub.	The Force has now improved its response to non-emergency domestic abuse calls, with 350 responded to in less than two hours, compared to 100 calls previously.
South Wales Police (Requires improvement)	To improve call handling	The Force's call management staff provided feedback to the Force on the use of the THRIVE risk assessment model. It was found that THRIVE can often be done retrospectively and that it can take too long to enable staff to prioritise an incident response. The Force is now trialling SAR (summary of the circumstances, assessment, response) which is based on the national decision-making model.	The Force is in the process of seeking feedback from the College of Policing on SAR and has commissioned an evaluation.
West Midlands Police (Requires improvement)	To provide support officers and staff to ensure risk mitigation and evidence secured at incidents	The Force has developed the capability to livestream BWV footage. This can enable supervisors to support and guide officers and staff. In real time, supervisors can witness the actions of officers. They can oversee the use of stop and search and the use of force. The Force undertook broad consultation prior to the launch, including with the ethics committee.	Improved preservation of evidence.

OPERATIONAL PRACTICE AREA FOUR: Investigating crime

HMICFRS consider the oversight and quality of investigations undertaken by Forces to ensure the best results for victims. HMICFRS also assess how well Forces secure justice for victims and that victims are provided with a quality service.

Northamptonshire Police is commended for how it handles files and manages volume crime. In addition, Surrey Police's introduction of a CCTV investigator in each division is recognised for improving access to footage and evidence for investigators. Durham Constabulary is

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also praised for its use of medical evidence in domestic abuse cases and for improving the digital skills of its investigators. Finally, Gloucestershire Constabulary, Durham Constabulary and Kent Police are commended for the service and support they provide to victims. **Ten examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (Grading)	Objective	Detail	Outcome
Durham Constabulary (Adequate)	To pursue more evidence-led prosecutions in domestic abuse cases	To help victims feel more comfortable in reporting crimes, a doctor will attend the scenes of domestic abuse incidents.	Independent evidence may increase the likelihood of charging an offender on their first visit to custody, reducing the chance of victims coming to further harm.
Durham Constabulary (Adequate)	To protect victims of stalking	SmartWater is used to forensically link offenders to objects or location. Uniquely identifiable water is registered to an individual, for example to those vulnerable to stalking behaviour.	Improves the potential outcomes of prosecution and provides assurance to victims.
Durham Constabulary (Adequate)	To upskill the workforce whilst reducing inquiries to the digital forensics department	The 'Digital Advisory Network' (DAN) is made up of volunteer officers and staff who have a professional interest in digital forensics. Investigators can submit questions to this network and receive advice from DAN.	Reduced enquiries in digital forensic department.
Gloucestershire Constabulary (Requires improvement)	To examine victims' devices quickly to provide an enhanced service	The Constabulary has trained investigators to quickly examine devices, reducing delays in investigations and allows suspects to be charged promptly.	20 trained officers can examine victims' devices within 40 minutes. In addition, when investigators submit devices to the digital forensics unit, they are kept informed of the progress and how long the analysis should take. The digital forensic unit met 100% of its deadlines for examination.
Kent Police (Requires improvement)	To provide innovative support to victims	Kent Police is using emotional support dogs to help vulnerable people during interviews.	The Force has 12 volunteer therapy dogs and a further three in training. It is working with the Crown Prosecution Service and victim support services to standardise this support.
Northamptonshire Police (Requires improvement)	To improve file completion and submission	The Force restructure its criminal justice department and provides drop in sessions to provide guidance to investigators.	The Force is first nationally for file quality with 84.4% of files meeting the threshold and being accepted by the Crown Prosecution Service. This was an improvement on a previous position of 42 nd nationally.
Northamptonshire Police (Requires improvement)	To effectively manage volume crime	The Force has launched Operation Elegance, a team of dedicated investigators to focus on shoplifting crime.	At the start of 2023, 13% of shoplifting crimes resulted in the offender being brought to justice. Since Operation Elegance began, this is now consistently above 20%, reaching a high of 36% in July 2023.
Surrey Police (Adequate)	To support the thorough investigation of crime	Surrey Police has introduced a CCTV investigator in each of its divisions. The investigator assists with CCTV retrieval and reformatting footage so that it can be more easily accessed by investigators.	The dedicated role has resulted in a reduction in the loss of evidence and the more timely retrieval of CCTV.

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Force (Grading)	Objective	Detail	Outcome
West Midlands Police (Inadequate)	To develop national practice to improve how the police respond to and investigate rape and serious sexual offences	The Force is assisting in developing national practice to improve how the police respond to and investigate rape and other serious sexual offences. It is one of a total of five Forces involved in Operation Soteria.	The Force told HMICFRS that the “positive outcome” rate for rape during August 2023 had risen to 5.1%, compared with 1.8% during August 2022.
West Yorkshire Police (Requires improvement)	To improve the standard of investigations	West Yorkshire Police has introduced three apps to improve the standard and quality of investigations: <ul style="list-style-type: none"> - An investigators app - An interview app - A file build app These provide individuals with sources of guidance on their handheld devices and/or desktops.	Since the introduction of the app, 2,185 members of staff have downloaded the investigators app, 1,551 have downloaded the file build app, and 792 have downloaded the interview app.

OPERATIONAL PRACTICE AREA FIVE: Protecting vulnerable people

Under this area, HMICFRS consider whether Police Forces can understand and appropriately address any identified vulnerable people. In particular, HMICFRS also considers the safeguarding and support provided for all vulnerable people.

Practice recognised by HMICFRS varies across different vulnerabilities. For example, Greater Manchester and Thames Valley have focused activities on different aspects of domestic abuse and supporting victims. In addition, North Yorkshire and West Midlands Police had their practices that support vulnerable children recognised. In addition, North Yorkshire has built a service directory to assist officers. **Ten examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (grading)	Objective	Detail	Outcome
Greater Manchester Police (Adequate)	To monitor the compliance of Domestic Abuse Prevention orders	Using geofencing technology, the Force can monitor compliance with Domestic Violence Prevention Orders (DVPOs). If officers are near an address at which a DVPO is required, officers can visit the address and monitor compliance with the DVPO.	Since May 2023, there have been 422 DVPO alert notifications, which has resulted in police officers visiting 165 addresses with DVPOs in Force. This has resulted in the arrest of six individuals for breaching DVPO conditions.
Hertfordshire Constabulary (Requires improvement)	To improve the response to missing persons	Hertfordshire Constabulary has expanded good practice with regards to missing persons to also include its response to missing persons diagnosed with Alzheimer’s disease or dementia. The referral process, Operation Sabin, enables	An evaluation of Operation Sabin is due to take place in December 2024.

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		information sharing between the constabulary and Adult Social Care, allowing officers to tailor support for the person and their family.	
Metropolitan Police (Requires improvement)	To address police-perpetrated domestic abuse	The Force has stood up Operation Onyx, which has revisited all reports of police-perpetrated domestic violence since 2011.	It is following up all investigations with a vetting review and subsequently removing any individuals who fail the vetting process.
Metropolitan Police (Requires improvement)	To improve its investigation of harassment and stalking	The Metropolitan Police has the stalking threat assessment centre, a dedicated team that reviews all cases of harassment and stalking. It supports both investigators and victims, and provides training and advice to officers.	In the year ending 30 th September 2023, the Force had 106 full Stalking Prevention Orders granted at court (8.7 orders per 1,000 stalking offences). This is an improvement on the previous reporting year, which had a rate of 5.9 per 1,000.
North Yorkshire Police (Good)	To build the confidence of victims to report serious sexual assault	This example of innovative practice is based on the lived experience of Tilly, a 14-year-old who was a victim of a serious sexual assault. Tilly wrote a poem in which she discusses her experiences and the impact of these.	This poem and an accompanying animation has been shared with safeguarding organisations to help others.
North Yorkshire Police (Good)	To assist officers and staff signposting individuals to appropriate services	A service directory can be accessed on officers' mobile devices to enable them to immediately support individuals.	Officers can signpost individuals to over 500 support organisations.
South Wales Police (Adequate)	To improve relationships with women and girls	The Force has commissioned a service for victims of police-perpetrated violence against women (including domestic abuse and serious violence). This provides specialist support and done in partnership with the police and crime commissioners for South Wales and Gwent.	As the initiative is new, it has not yet been evaluated. The Force recognises the importance of any evaluation being completed in a sensitive and through manner.
South Wales Police (Adequate)	To provide swift safeguards for victims	South Wales Police has developed an app to assist staff who are undertaking stalking and domestic abuse statements, which is used to provide victims with support.	The app has not yet undergone evaluation.
Thames Valley Police (Adequate)	To address police-perpetrated abuse and to support victims	The Force has dedicated officers with domestic abuse expertise within the professional standards department to investigate allegations of police-perpetrated domestic abuse. It has also increased funding for independent domestic abuse advocates.	The Force has provided data indicating that since these measures were put in place it has taken robust action against perpetrators, and victims have the confidence to come forward.
West Midlands Police (Adequate)	To share information about vulnerable children with partners in a more efficient manner	The record management system creates high-quality report that can be used to support decision making on cases relating to vulnerable children at multi-agency meetings.	Over 4,500 records were prepared in this manner in a six-month period.

OPERATIONAL PRACTICE AREA SIX: Managing offenders and suspects

When assessing this area, HMICFRS reviews how Forces apprehend and manage suspects and offenders. It looks at how Forces use appropriate safeguarding approaches to protect the public. HMICFRS also assesses how Forces manage registered sex offenders and online child abuse offenders.

Good practice under this area was noted in Kent Police’s use of predictive analytics to identify high risk offenders to prioritise action against them. Both Durham Constabulary and Thames Valley police both take a proactive approach in supporting families who live with an individual suspected of online sexual offences against a child. Northamptonshire Police’s approach to using preventative orders in lieu of police bail was also recognised as good practice. In addition, Thames Valley police train their workforce to analyse the devices of sexual and violent offenders in the community. **Six examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (grading)	Objective	Detail	Outcome
Cumbria Constabulary (Good)	To build strong relationships with partners to improve the use of Sexual Harm Prevention Orders	Cumbria Constabulary has established strong relationships with the Crown Prosecution Service through regular meetings. At these meetings, the use of Sexual Harm Prevention Orders are discussed. These meetings allow the partners to discuss why some Orders may be unsuccessful, and how this can be improved.	Cumbria Constabulary confirmed that this has resulted in a greater success rate of applications, with courts more willing to support the conditions requested.
Durham Constabulary (Adequate)	To support families of suspects in online child sexual abuse cases	Recognising the impact on the families of suspects, the Force has taken steps to ensure families get access to support. The Force works in partnership with victim care services.	n/a
Kent Police (Adequate)	To prioritise the deployment of specialist resources to locate and arrest suspects	Using predictive analytics, Kent Police identify high risk offenders and prioritise action against these offenders (for example perpetrators of domestic abuse).	The Force told HMICFRS that it is seeing a decline in the number of wanted offenders because of these processes.
Northamptonshire Police (Adequate)	To limit the number of suspects on bail and to protect vulnerable people	The lead times for police to investigate individuals accused of accessing indecent images of children can often be lengthy, resulting in challenges in managing the behaviour of those on bail. To mitigate this, the Force has begun to apply for Sexual Risk Orders (SROs) in lieu of bail.	HMICFRS explain that use of these civil orders at an early stage provides more effective management of the suspect to protect vulnerable people. In the year ending 31 March 2023, Northamptonshire Police had a higher-than-expected number of SROs per 100,000 population (3.69 compared to 0.52 in England and Wales as a whole).
Thames Valley Police (Requires improvement)	To support families of suspects in online child sexual abuse cases	In partnership with academia, the Force Launched the Family Matters pilot project. The project had a proactive approach in reaching out to families of suspects in these cases and providing them with support.	During the pilot, 35 referrals were received from the police, with 23% choosing to receive the support.

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Force (grading)	Objective	Detail	Outcome
Thames Valley Police (Requires improvement)	For officers to check compliance with licence conditions and to mitigate risks to public safety	The workforce are trained to check compliance with any conditions that may limit offenders' access to technology when visiting the homes of offenders.	The Force reported an increased level of confidence of those who attended the training and better risk assessments.

OPERATIONAL PRACTICE AREA SEVEN: Building, supporting and protecting the workforce

When assessing this area, HMICFRS consider how Forces understand and address issues that may influence the workforce's wellbeing, that Forces support new recruits and encourage them to remain with the Force, and that Forces develop the workforce and its first-line leaders.

Examples of practice of Forces considering the wellbeing of workforce and addressing factors that may be impacting the workforce are recognised in Northamptonshire Police, Kent Police and Merseyside Police. Greater Manchester Police's training of staff in active listening skills and the financial support provided by Durham Constabulary to its workforce is also recognised.

Gloucestershire Constabulary and West Midlands Police are both recognised for the approaches taken in developing their respective workforces. Practices identified in North Yorkshire Police, Merseyside Police and Suffolk Constabulary around supporting and retaining new recruits was also highlighted by HMICFRS. **16 examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (grading)	Objective	Detail	Outcome
Durham Constabulary (Adequate)	To provide support to staff and officers facing financial challenge	The Force provides financial support to officers and staff interest free loans to the value of one month's salary.	Officers and staff do not need to turn to credit or getting into debt to meet unexpected costs.

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Force (grading)	Objective	Detail	Outcome
Gloucestershire Constabulary (Adequate)	To implement a leadership strategic development plan and a leadership academy to improve its leadership capability	The Constabulary has a leadership academy with the aim of improving its leadership capability. There is a monthly oversight board of the academy.	The constabulary makes sure the workforce knows this training is available and attendance at these courses is measured. No further metrics are provided.
Greater Manchester Police (Adequate)	To identify well-being challenges within teams	The Force has trained its officers in active listening skills to monitor well-being in teams.	1,000 first-line managers have been provided with active listening training.
Greater Manchester Police (Adequate)	To retain both new recruits and experienced members of the workforce	The Force has established a stay team to retain members of the workforce. The team works with managers to find ways to encourage individuals to stay.	The team retained 70 officers who were actively leaving the Force and a further 38 who were considering leaving. The Force turnover rate has reduced to below the national average. between September 2022 and June 2023, there were 339 requests for interviews with the stay team, of which 70% were self-referrals. Of those interviewed, 71% remained with the Force. The Force has retained a total of 1,305 years of experience and achieved a saving of £31.8m on those members of the workforce who were actively leaving or considering leaving.
Humberside Police (Outstanding)	To highlight support provided to support those with mental health	Humberside Police has developed a video in which four members of the workforce describe mental health issues they have faced and the support offered by the Force's occupational health unit to help them to recover.	The video has been shared by the National Police Chiefs' Council as an example of good practice.
Humberside Police (Outstanding)	To support the development and progression of women in policing	The Force has a development programme, consisting of six modules, to support the progression of women in the workforce. The Force also hosts an annual conference for its personnel and external women's networks to connect with others.	It is currently in its sixth cohort and aims to develop opportunities for under-represented groups to progress in the organisation.
Humberside Police (Outstanding)	To provide additional welfare support	Recognising the impact of a critical incidents and major enquiry on the welfare of the workforce, a well-being hub has been established to support those at the scene.	Officers and staff found the support provided by the hub to be very good. The Force plans to replicate this model in future incidents and completed a peer review to further improve support provided.
Kent Police (Good)	To address a gap in wellbeing support offered to officers and staff.	The Force provides enhanced support to those who work in high-risk roles. This is completed through extending psychological screening tools and creating an investigator wellbeing area on its intranet.	Confidence in psychological screening tools and increased supervisory awareness.

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Force (grading)	Objective	Detail	Outcome
Merseyside Police (Good)	To understand, support and respond more effectively to assaults on police officers and staff.	Merseyside was one of the first police Forces to accept supervisor training from the National Police Wellbeing Service. This is part of Operation Hampshire – a nationwide strategy to assist Forces in supporting officers and staff who have been subject to assault. The oversight board assesses data collected by Police Forces to understand trends and to prevent future assaults.	HMICFRS found that Forces effectively analyse assault data and uses this analysis to make improvements.
Merseyside Police (Good)	To support new recruits and their families	A dedicated chief inspector leads on the support provided to new recruits, which has been extended to include their families.	HMICFRS found that this approach shows the Force’s aim for wider inclusivity, looking after its police family, well-being and the support for its recruits and workforce.
North Yorkshire Police (Adequate)	To lead a review into the fitness requirements of specialist officers	The Force is undertaking this review to determine whether the current fitness standard is too high, preventing the recruitment of a skilled, diverse workforce.	If required, the Force will seek to redesign these fitness tests.
Northamptonshire Police (Adequate)	To get people back to frontline duties (where possible)	The Force has a dedicated wellbeing and performance sergeant. The aim of this sergeant is to support those who are not currently undertaking frontline duties to return to these duties. Where this is not possible, the sergeant is responsible for finding an alternative area of business for the individual to work.	The team is performing in line with the expectations of the Force (no metrics are noted by HMICFRS).
Suffolk Constabulary (Adequate)	To provide support to families of new recruits	The Force supports families of new recruits to understand different issues associated with living with an officer. This includes the development of a family wellbeing support pack.	The work carried out by the constabulary has resulted in the development of national support tools available for Forces.
West Midlands Police (Requires improvement)	To support continuous professional development of the workforce	Working with a commercial partner, West Midlands Police has developed an app called Talent Module which helps to identify personal development needs for an individual.	Members of the workforce who have developed specialist skills or aspire to various positions in the Force are classified using a ‘9-box’ grid system. This helps the Force to recognise their potential, so it can decide what development opportunities to offer.
West Yorkshire Police (Requires improvement)	To improve awareness of trauma across the organisation	A trauma tracker has been piloted in three areas across the Force. It proactively records and tracks trauma of officers exposed to multiple incidents of trauma.	The trauma tracker helps West Yorkshire Police to identify and support officers.
Wiltshire Police (Adequate)	To develop under-represented groups in the workforce	The Force has introduced ‘We Rise’, a six-month development programme for members of under-represented groups who show development potential.	Members showed increased confidence and improved communication with police officers and staff. There was also anecdotal evidence of a sub-group from the programme delivering training which was well-received.

OPERATIONAL PRACTICE AREA EIGHT: Leadership and Force management

This area is assessed by HMICFRS by considering whether Forces have effective strategic planning and performance management frameworks. HMICFRS also reviews the visibility of the Force’s leaders and whether they are effective.

Both West Midlands Police and Thames Valley have implemented Robotic Process Automation (RPA) to replace repetitive processes. Thames Valley and Merseyside Police Forces were noted to have made good use of available data to oversee performance. **Five examples of innovative practice have been identified across the 25 reports published at time of writing.**

Force (grading)	Objective	Detail	Outcome
Hertfordshire Constabulary (Requires improvement)	To recruit expertise in a specialised area	The constabulary has worked with a local university to recruit data scientists on a 12-month internship.	From the 53 applicants, three individuals were hired. This approach has brought expertise in a specialist area to the organisation and has received positive feedback from senior leadership.
HumberSide Police (Good)	To improve productivity and effectiveness by using technology	Working with the Police Digital Service, the Force has piloted the use of artificial intelligence to help call handlers effectively manage domestic abuse reports. It transcribes the call and can search Force systems to gather relevant data.	The new approach is found to have increased efficiency by reducing the time taken to record incident details.
Merseyside Police (Adequate)	To ensure benefits are tracked and opportunities for improvement are realised.	Merseyside Police is noted to be effective at tracking and analysing the benefits of its business cases. It does so by developing data sats that support the understanding of benefits.	Provision of an evidence base to determine whether projects should continue.
Thames Valley Police (Requires improvement)	To remove demand on the workforce and to improve efficiencies	Similar to the RPA implemented by West Midlands Police, Thames Valley Police use this to file crimes and transfer online reports to Force computer systems.	HMICFRS note that 90,000 hours of manual work was saved by RPA.
West Midlands Police (Requires improvement)	To remove demand on the workforce and to improve efficiencies	Using RPA, the Force uses this process to replace repetitive processes that would previously have to be completed manually. Known as the 'digital workforce', these processes complete tasks such as the linking of digital evidence, assistance with vetting and updating HR records.	HMICFRS noted that 1.2 million tasks had been completed using these processes, which amounts to 94,000 if completed manually.

Recording data about crime

No examples of effective, efficient, innovative or pioneering practice were noted under the recording data about crime area, however Gloucestershire Constabulary, Northamptonshire Police and West Yorkshire Police were graded as 'Outstanding' in this area. North Yorkshire Police, Durham Constabulary and Suffolk Constabulary are assessed as 'Good'.

Providing a service to victims of crime

No examples of effective, efficient, innovative or pioneering practice were noted under the providing a service to victims of crime area.

Tackling workforce corruption

Only Kent Police was graded in this area and was assessed to be 'Adequate'. This is due to HMICFRS changing how it inspects Forces with regards to vetting and counter-corruption. No examples of effective, efficient, innovative or pioneering practice were highlighted by HMICFRS.

Disrupting Serious and organised crime

HMICFRS review serious and organised crime on a regional basis, rather than assessing Forces individually, as noted in the Kent Police Inspection. Only Durham Constabulary and Kent Police were graded in this area and were assessed to be 'Outstanding' and 'Good' respectively. No example of effective, efficient, innovative or pioneering practice was highlighted by HMICFRS.