

4th January 2022

Gloucestershire Constabulary HMICFRS PEEL Inspection Report

Please find attached the response of Gloucestershire Constabulary on its recent HMICFRS review. Its response is thorough, honest and ambitious to address the identified shortcomings with urgency. I commend its approach and endorse its recovery strategy.

Immediately on my election earlier this year, it was apparent that HMICFRS had highlighted some serious problems within the Constabulary, centred on force control room performance, slow 101 response times, variable handling of vulnerable victims, slow and incomplete crime recording, some inadequate crime investigations and concerns about demand, risk and financial planning within the force. These problems - which I have inherited - were based on data audited before my appointment and largely result from insufficient resources, out of date technology, lack of IT investment, a failure of supervision at various levels, and the lack of an in-depth audit capability to ensure data quality. Inherited though these problems may be, they are very much my responsibility to solve.

The Chief Constable and I have worked tirelessly to solve these issues and raise standards, in the main through redeployment of existing personnel, then recruiting more than 100 police staff to provide a long term sustainable solution. Senior leadership and communication channels have also been strengthened, supervision improved and made more robust, a comprehensive new training regime introduced and a superior PDR system adopted to monitor progress at all levels.

Swift and decisive improvements have already been achieved, and with regular performance monitoring and holding to account, I am confident that the Chief and I will address all the shortcomings identified; I will also be seeking monthly progress reports at my Governance Board. We are both committed to rapidly turning things round, strengthening areas of weakness and building on the many areas of excellence that shine strongly within the force, aiming to restore the Constabulary's previous grading of Good. Ideally, we would both like to see the force achieve an outstanding grading, through reducing and preventing crime, so that Gloucestershire becomes the safest area in the whole country.

Within 6 months from now, the Constabulary should be ready for any re-inspection by HMICFRS. I look forward to that re-inspection with relish, as I am certain that HMI will then perceive the true value of our excellent Constabulary.

Chris Nelson

Gloucestershire Police and Crime Commissioner



Mr Richard Bradley

Chief Executive

Office Police and Crime Commissioner –
Gloucestershire

Email: jon.stratford@gloucestershire.police.uk

Direct 01452 752332

Dial:

Date: 16 December 2021

Dear Richard,

Re: Gloucestershire Constabulary HMICFRS PEEL inspection report – report released 27 October 2021.

Please find below our formal response to the above report, aimed at assisting you to meet the requirements of Section 55(1) of the Police Act 1996. This PEEL inspection took place over several months at the start of 2021 with initial findings being reported back into the constabulary by HMICFRS in May and June 2021. The inspection also considered the constabulary response to matters of Crime Data Integrity (CDI) alongside the main PEEL assessment framework.

Context and background:

Previous recent inspections of Gloucestershire Constabulary by HMICFRS include; a targeted CDI inspection in July 2019 and 'Policing in a Pandemic' which reported in April 2021. The latter shone a light on good practice by the constabulary in response to the most challenging global event since the second world war, a situation which had occupied the constabulary for much of the previous year and continues to provide challenges for policing today. Indeed a significant portion of this PEEL inspection was conducted during a period of national lockdown. However, the CDI inspection report in 2019 concluded that the force was inadequate in respect of its CDI arrangements.

At its last PEEL inspection, which reported in May 2019, the constabulary was graded as good across all areas except 'tackling serious and organised crime' which attracted a 'requires improvement'. This was under the previous, four tier, grading system.

This most recent PEEL inspection concluded that the constabulary was inadequate across five areas:

- Q1 – Service to victims
- Q4 – Responding to the public
- Q5 – Investigating crime
- Q6 – Protecting vulnerable people
- Q12 – Strategic planning

Four areas were regarded as good:

- Q2 – Treating people with fairness and respect
- Q3 – Preventing crime and antisocial behavior
- Q8 – Tackling serious and organised crime
- Q11 – Protecting the workforce



The tenth, and final, graded area was that of 'managing offenders and suspects' for which the constabulary received the new, fifth tier of 'adequate'.

In simple terms HMICFRS assessed that the constabulary has dropped three grades in five areas, from good to inadequate, and one in a sixth area, from good to adequate. Whilst improving performance in 'tackling serious and organised crime' by two grades from requires improvement to good. This represents a significant downturn in the way HMICFRS assessed the performance of the constabulary with an overall reduction of 14 grades.

Underpinning the grading are a total of six causes of concern and twenty nine areas for improvement with high concentrations in Q1 (VSA), Q4 (Responding to the public) and Q5 (Investigating crime) in particular.

Initial response to HMICFRS findings:

As the early findings of the PEEL inspection started to filter through to the constabulary in May 2021, and then at a hot debrief in June 2021, the Chief Constable Rod Hansen moved quickly to declare the situation a critical incident for the force. In doing so, he abstracted Detective Superintendent Richard Ocone to work solely on the elements of this report linked to crime recording, victim service and investigation standards. That critical incident remains in place at the time of this letter.

The constabulary has since expanded the scope of that critical incident to include an Operational Effectiveness gold group that I chair in my role as Deputy Chief Constable. This gold group has a number of silver strands including; crime management and investigative standards, the force communications room, limited duties and operation flex. The latter element being led by ACC Rhiannon Kirk and ACC Craig Holden focused on short term measures to alleviate some of the pressures being created by the current demand on our services.

Further detail is provided below but you will note that the constabulary has moved swiftly and decisively to address the findings of the inspection with many improvements either already in place or with planned activity in the months ahead.

In order to provide a succinct response to the inspection report, and its findings, a summary of the key issues and improvement activity is detailed below.

Crime recording:

At the end of July 2021, less than six weeks after the hot debrief from HMICFRS, a paper was presented to Constabulary Governance Board by Detective Superintendent Ocone. You will recall that paper as you and I were both present. This set out the proposed future approach of the force to crime recording, specifically to move to a police staff enabled model that allowed front end crime recording to improve the accuracy, completeness and timeliness of recording in accordance with National Crime Recording Standards (NCRS). The professionalisation of our approach that would yield a number of benefits. In summary, that model necessitated the recruitment of thirty six police staff 'crime standards investigating officers' who would be blended alongside a further twelve police constables and four sergeants to provide a four team system. These were new posts and would provide a significant uplift from the police officer enabled model that had previously been used by



the constabulary. In addition a further two sergeants and six constables would make up a closure team with the three further 'crime standards audit officer' roles being created. These audit roles will be fundamental in stress checking our systems and processes to understand the quality of service victims receive from the constabulary and, where necessary, recommend solutions to improve that service.

This approach was unanimously endorsed and subsequently approved by Chris Nelson, our new Police and Crime Commissioner (PCC), at the start of August 2021. Additional project support was allocated in order to ensure these changes could be delivered at significant pace. In financial terms, this is an increase in investment in this area from £1.2m to £2.7m which is significant.

The project timeline for the Crime Standards Bureau (CSB) will see the thirty six staff members arrive in three tranches of twelve with the first arriving on the 31 January 2022. All thirty six will be in post and trained by 9 May with full CSB functionality being in place by 1 June 2022.

Prior to this paper being presented, the existing Crime Management Unit (CMU) had been constructed using three sergeants and eighteen constable posts with an uplift in May 2021 providing, on a temporary basis, an additional six constable posts to bolster capacity within the team.

Recognising that the conversion to a police staff enabled model was likely to take some months approval was also given for a second, temporary uplift in officers to provide sufficient CMU capacity in the meantime. On the 19 July 2021, the size of the CMU was expanded to four sergeants and thirty six constables. This enabled further improvements in the effectiveness of the CMU which included the commencement of a shift pattern to provide coverage between 7am and 11pm across seven days thus more timely crime recording. Further improvements included a scheme of mentoring and compliance monitoring for CMU staff, daily returns, improved office space and the recruitment of new supervisors. The benefit is reflected in the data which demonstrates our progress on crime recording since June 2021:

Month	CDI compliance (internal audit)	Timeliness
May 2021	86.63%	56.95%
June 2021	91.72%	49.43%
July 2021	97.93%	50.05%
August 2021	97.24%	36.96%
September 2021	96.10%	17.46%
October 2021	98.34%	17.12%
November 2021	95.27%	46.68%

As a comparison the HMICFRS dip sampled crimes from the period September 2020 – November 2020 to construct their data for this PEEL report. HMICFRS assessed that the constabulary was approximately 86% compliant on the recording of crime, equating to approximately 6000 missing crimes over a 12 month period.

Month	CDI compliance (internal audit)	Timeliness
September 2020	89.95%	49.47%
October 2020	90.33%	58.50%
November 2020	92.16%	56.96%



It is notable that our internal force auditing of crime compliance was somewhere between 4% and 6% higher than the figure assessed by HMICFRS. It is likely that this variation was caused by the ability of HMICFRS to listen to calls into the Force Control Room (FCR) and identify missed crimes at a higher rate. This issue will be remedied when the three new 'Crime Standards Audit Officers' arrive in February 2022, allowing for training they will be deployable from March 2022. These audit officers have been interviewed, selected and are presently undergoing vetting.

You will note that the timeliness of recording incidents as crimes was particularly low in August, September and October before bouncing back in November 2021. This is in direct correlation to the efficiency and effectiveness of the CMU and links to management of CMU queues. Following the uplift of staff on 19 July 2021 significant, bespoke NCRS and Home Office Counting Rules (HOCR) training was provided to these new members of the CMU and the existing staff within the department. This was done in order to improve their accuracy and knowledge. With summer abstractions and that training the full warmth of the uplift in staff was not fully felt until September 2021. Below provides a snapshot of the CMU crime queues and progress made:

Date	STORM incidents awaiting crime recording in Unifi	Crimes awaiting validation	E-Crime awaiting recording in Unifi	Total number of CMU crimes to be validated or recorded.
18 August 2021	309	612	-	921
15 September 2021	293	16	90	399
13 October 2021	225	10	217	452 *
17 November 2021	27	-	19	46
8 December 2021	8	7	10	25

*Slight rise in October due to three day force outage of certain IT systems due to essential maintenance and further training.

The force records on average 133 crimes per day, therefore anything below 80-100 incidents awaiting recording should be recorded as 'normal' daily function. It is anticipated that NCRS timeliness will increase steeply in December as has been seen in November due to the eradication of queues. CMU staffing is now sufficient to ensure this state normal remains in place until the CSB staff begin to arrive.

Another important of the CSB project include the development of a comprehensive 'Crime Management' policy that will detail, in one place, the force approach to matters of crime recording. This will include minimum standards of investigation, solvability, allocation and definition of the roles of the various elements of the constabulary in delivering a high quality standard of crime recording and management. Estate, IT and an overarching performance framework are also important work packages being delivered as part of the project.

The CSB will provide additional functionality to ensure our crime recording model is as professional, comprehensive and robust as possible. An example being the screening of Vulnerability Identification Screening Tools (VIST) to ensure no crimes have been missed.



CMU data quality survey:

One of the areas uncovered by the CSB project work has been the continuing issue of poor quality data submitted to the CMU. This has created a reduction in performance within that department as staff have had to either contact the initial attending officer for more detail or research other constabulary systems to secure the data in another way. This issue has been highlighted through some of the communications and engagement messaging, leader's days and also via training delivery. However, in an effort to accelerate the speed of change, CMU staff have worked with our Analysis, Research and Planning (ARP) team to produce an online survey to be completed after each E-crime is input. This survey is very quick and simple to complete but allows identification of key missing fields such as gender, ethnicity, age, addresses and M.O. In the next few weeks the first report will be generated by ARP which will shine a light on those individuals and teams who are particularly in need of some targeted activity to improve performance.

Communications and engagement campaign:

Our force wide internal communications campaign has been led by Chief Constable Rod Hansen. At key points he has personally addressed the constabulary via video messaging, senior leader events and blogs. In particular, he personally led an important initial video message to all staff detailing why he had declared the matter a critical incident and what needed to improve. This video was used as the opening for all of the Crime Standards roadshow training events delivered to 689 police officers and staff.

The Chief Constable and PCC also delivered personal videos in response to the HMICFRS PEEL inspection report being made public in October 2021.

In between Detective Superintendent Richard Ocone has led a fortnightly campaign of internal videos targeting key subjects. These videos have been delivered in a format of 5-8 minutes duration, to be played at team briefings with simple messages embedded to take away and improve performance:

- Crime data integrity and all things crime recording.
- Introducing the role of the Force Crime Registrar (including FCR Dave Howe).
- Introducing the role of the Crime Management Unit (including PS Paul Simmonds, CMU).
- Victims at the heart of the Criminal Justice System (including DCCP Emma Davies, CPS).
- The impact of outstanding victim care and VCOP (including Laura Pearce – V&W unit manage)
- Investigative standards; doing the basics well.
- Setting an investigation plan, conducting crime reviews and understanding the investigative journey.
- Crime Management update and current areas of concern/DQ (including APS Donna Mallon, CMU).
- Introducing the victim strategic coordinator and how our service to victims needs to improve (including Helen Pritchard, Victim Strategic Coordinator).
- Support for victims of crime; the services on offer and how to access them (including Heather Downer, Gloucestershire Domestic Abuse Support Service).

Further videos are planned for filming in the next few weeks to cover a victim journey on a sensitive case and also the impact of poor customer care in the professional standards environment.



Corporate PDR objectives focused on victim care, crime recording and investigation standards were developed in July 2021 for officers at the rank of constable, sergeant and inspector, and their police staff equivalents and circulated for use by heads of department. Internally our PDR system has, in the last few weeks, been relaunched and these objectives are being circulated in the associated communications.

Training:

Significant resource and effort has been put into training to address the issues identified by HMICFRS, this commenced well before the final report was published.

As is detailed above bespoke NCRS and HOCR training has been delivered to all of the staff in the CMU since the end of July 2021. These staff are important as they will provide capacity and resilience within the CMU until the new CSB is delivered in 2022. Training requirements have been defined and timetables set for the thirty six new police staff who will arrive in the CSB from January 2022. Given its prioritisation this has necessitated the re-timetabling of other training to be provided by our Learning and Development team. The CSB training will include crime inputs and a significant focus on the framework provided by the NCRS and HOCR. This training will be delivered in house via our Learning and Development team at the Sabrina Centre. The training to be provided to the three auditors is blended with some being provided externally and some internally to ensure they have the range of skills and accreditation necessary to deliver their role effectively.

In addition, some 689 frontline officers and staff have been provided with training specifically targeted at crime recording, victim care and investigation standards. That training included an NCRS refresher. Furthermore, a total of approximately 270 sergeants, acting and temporary sergeants are presently receiving a one day crime standards input that builds on previous training. Some of the subjects tackled include evidence led prosecutions, managing investigations, victim's codes of practice and crime recording. Seven dates are being delivered before Christmas and it is anticipated that a further will be needed after Christmas to capture those who were unable to attend.

A further round of crime standards training is timetabled for all frontline staff commencing in January 2022. These dates will run through until March 2022 and will examine some of the improvements being made to Unifi and Pronto, that are explained below, to support overall improvements in investigative standards and victim care.

From February 2022, Inspectors will receive a one day crime standards input focusing specifically on the role of the Inspector. It is anticipated that four events will be required to cater for the 44 substantive inspectors to be trained.

At the same time, other courses have been updated to reflect gaps that were identified by HMICFRS, changes include some of the inputs on our SIP (new sergeants) course, ICIDP and DS/DI courses.

The Tutor Assessment Unit (TAU) have modified the way they ensure their tutors and tutees are upskilled on prisoner handling. That now necessitates at least six duties of prisoner handling during their tutorship period, of increasing complexity, and a three week attachment immediately on completion of their tutorship. This enables tutees to leave their tutorship with a significantly better understanding of prisoner handling before emerging onto Local Policing areas. Furthermore tutors are attached to the force prisoner handling teams (LPIH) when between tutees in order to improve their knowledge, confidence and currency.



The Crime Standards team have provided an initial one day training event to the TAU tutors focused on investigative opportunities, investigation plans, prisoner process and file building. A further two day course is planned for April 2022.

Performance dashboard:

To assist the constabulary in understanding how it is performing a bespoke data dashboard has been created by our Analysis, Research and Planning team to track key metrics. This data has been used within our silver and gold level meetings to direct improvements and focus activity accordingly. The dashboard contains information on:

- CDI compliance.
- File quality.
- RUI and pre-charge bail.
- Limitation of proceedings.
- Open crimes.
- Outstanding suspects.
- Crime outcomes.

The current sergeant standards training contains an input on data, performance metrics and use of the dashboards from our new head of AR&P Rebecca Mandeville-Norden. This is designed to increase their usage at operational level.

Victims Code of Practice (VCOP) audit:

It is clear from the data visibility explained above that there is a gap in terms of understanding VCOP performance. Under current arrangements, within Unifi, it is not possible to accurately extract data to compare against the twelve entitlements enshrined within the Victims Code of Practice. Each entitlement has a number of component parts and mapping these across into Unifi will not be possible until version 8 is launched in the first six months of 2022 as part of our technology refresh which allows the launch of the VCOP application.

To address this gap a temporary process has been instigated. Since July 2021, ten crimes are allocated each month to every Inspector in the force to assess against VCOP. Initially the results were submitted using a spreadsheet but since September 2021 the force have moved to an online survey that has sharpened the process and allowed easier manipulation of the data. The secondary benefit of such a process is that Inspectors have been seeing, first hand, the areas that are in need of improvement and can start to impress this onto their teams.

On 10 December 2021, the analysis of the first three months of the VCOP audits was presented to the Operational Policing Board (OPB) by our new Victim Strategic Coordinator Helen Pritchard. This meeting gave all heads of department an overview of the data and areas for improvement. It is planned that every three months the data will be presented to OPB and compared to the previous quarter to understand our direction of travel, particularly alongside the heavy investment in training. As the data matures so VCOP performance issues will naturally progress from OPB to the Chief Constables Performance Board (CCPB).



Technology:

The constabulary continues to work towards delivery of version 8 Unifi in the first six months of 2022. This upgrade will also allow the delivery of a VCOP application, devised by the constabulary with Capita, to allow easy capturing of VCOP data and stamping it directly into Unifi. This will bring with it additional functionality around use on mobile devices, the ability to extract accurate data and better crime investigation capability.

As part of the ongoing critical incident and CSB development work amendments are being made to both Unifi and Pronto. These will see the integration of templates into Unifi first (from 15 December 2021) and then on Pronto devices early in 2022. These templates will guide officers and their supervisors to ensure investigations are properly documented, reviews recorded and that this is completed in a consistent fashion. These templates are presently being trained to all sergeants and acting sergeants as part of the crime standards days.

The constabulary, as you will be aware, continues to consider the business case for a change of Core-RMS. That includes possible opportunities for collaboration and sequencing aligned to other important IT projects.

In order to support supervisors in conducting regular and meaningful one to ones with their staff an Apex application has been developed. This allows simple and accurate recording of crime caseloads and job chats with a RAG assessment depending on the individual circumstances of the officer concerned. This is presently being trained to all sergeants via the sergeant's standards days and will in use from January 2022.

Force Control Room:

Recognising the complexity of improvements planned for the Force Control Room (FCR) over the next 12-18 months it has now been separated and defined as a project to ensure that our Head of Contact, Debbie Shaw, has sufficient support and resource to deliver the changes. This sits as a silver strand within our Operational Effectiveness structure with ACC Rhiannon Kirk carrying overall responsibility for the FCR improvements.

In particular, it is planned to grow the FCR by 30 FTE staff which equates to an approximate uplift of 30% and is an important step in assisting the constabulary to meet the PCC's manifesto pledge regarding improved 101 performance and the issues of capacity identified by the HMICFRS. The uplift in staff is made challenging as the FCR has always had a reasonable rate of attrition, that is made more difficult by the uplift to create the CSB with a number of existing FCR staff seeking to move roles.

A new training room is presently being finalised within GTEC to allow courses to be carried out 'in house' without the need for wider L&D support. This room should be operational by February 2022. At the same time FCR are improving their training capability with an FCR trainer and FCR training sergeant working shifts to be able to train staff more flexibly.

At the same time improvements to policy and supervision are being made, such as the agreement of a graded response policy.



ICT upgrades form an important part of the FCR improvements with a succession of work planned:

- The command and control STORM MA replacement 'SmartSTORM' is currently in the implementation phase, completion by the end of 2021.
- NICE Voice Recorder and UCCE Finesse Telephony system upgrade (dual implementation) scheduled for January to March 2022.
- CRM (Contact Record/Relationship Management) system awaiting final solution design to enable procurement, planned implementation date from March 2022.
- Introduction of the ASB Portal on the constabulary website to divert demand direct to partners where they are the lead agency – late 2022/early 2023.
- Implement the WEBCHAT facility on to the constabulary website as an addition digital contact mechanism - late 2022/early 2023.

Strategic planning, demand and finance:

Most of the finance specific observations made by HMICFRS are contained within Q12 and, in particular, Cause of Concern 6. However, references to demand and planning are in several of the questions scattered across the final report.

The Finance department have recruited a senior qualified interim accountant to assist the senior leadership team with delivering on in year monitoring, control and with budget preparation. A restructure has been approved by the Constabulary Governance Board and Finance expect to be in a position to advertise for the additional roles over Christmas 2021.

The terms of reference for the Finance Panel have been reviewed and approved at the most recent PCC Governance Board. This clearly establishes the Finance Panel as the most senior forum between the PCC and CC for review of the financial position in current and future financial years.

In addition, the Financial Planning meeting reviews the Financial Risks and Opportunities (FRO) register to ensure that all risks known to me as well as the ACCs, Heads of Department and Governance and Compliance are reflected in our financial monitoring. This meeting also considers the in-year financial monitoring position and discusses actions to be taken as necessary to remediate that position. I am an attendee at both meetings to ensure suitable oversight and engagement across the constabulary.

The format of the monthly monitoring report has been amended to include more risks that the organisation needs to be taking account of, and to make the report more readable.

The historic lack of training has been addressed with a skills review identifying those members of the leadership team who require training. The training has been purchased as part of a package of support from CIPFA by joining AFEP II, which offers 70 training days over two years as well as access to information, consultancy and benchmarking. All of which will enable the constabulary to be more aware of its value for money and comparison to other forces.

The Constabulary is currently preparing its Medium Term Financial Plan (MTFP) for 2022/23 – 2025/26. We have closed the gap for 2021/22 and are currently predicting a small underspend. As explained to the inspectors at the time this gap was not hard to close, given that an income grant had been omitted, and that we were able to refresh turnover targets during a time of growth in staffing and officer numbers.



We have refreshed the budget assumptions for the coming period in consultation with other South West Forces, using common planning assumptions wherever possible but understanding where we deviate.

The settlement announcement for three years is expected in December 2021 and we anticipate that it will contain the final year of police uplift grant funding, an amount for pay awards and to cover the employers NI increase. This meets many of the additional costs facing policing.

In addition, as you will be aware, the PCC believes the only way to deliver his ambitious but necessary manifesto commitments is to raise the precept by £10pa for each year of his time in office which represents a real opportunity to invest in the constabulary and address any funding gaps. The Chief Constable will formally request this assurance in writing prior to our commitment to the MTFP.

The Chief Constable has looked again at the terms of reference for the topmost performance reporting board and redeveloped a scorecard fit for purpose for the new PCC and emerging Home Office targets. The Chief Constable Performance Board now sits monthly and incorporates enabling services.

Two new Chief Superintendent posts have been created, one will be the senior user on the transformation programme, responsible for working with colleagues to translate the benefits of additional growth in resources into clear operational outcomes and performance improvements. This Chief Superintendent post is also responsible for a clear workforce plan in terms of delivering uplift from the Police Uplift Programme (PUP) and the PCC's investment into and across the organisation, aligning it closely with planned improvements in performance.

This Chief Superintendent is also responsible for working with the Head of AR&P and Head of People's Services on the development of the constabulary approach to demand management including providing the operational skills and knowledge to inform and support analytical product development and alignment to HMICFRS measures. Initial scoping by the new Head of AR&P has sought to identify a demand management tool to assist with mapping demand and early steps have been taken to procure this.

The second Chief Superintendent will be focused on HMICFRS recovery, supportive leadership and wellbeing and strategic partnerships.

The business planning cycle and budgeting cycle have been brought together in a very different way to ensure that they closely align and the business benefits in terms of the corporate plan are clearly aligned with investments through the budgeting process.

We have worked closely with Durham to understand the key points of difference and learning around the way that they link the efficiencies and investments in their workforce, and their outputs and are engaged in an ongoing discussion about how we can learn from them.

The key products we intend to develop for 2022/23 are:

- Operational benefits of the NEP: timeline for expected delivery.
- Tracker for Apprenticeship levy cross referenced to training bids and PDRs.
- Fleet optimisation dashboards.
- Benchmarking profiles.



The terms of reference are being drafted for a Capital Programme Board which, it has been agreed, will sit above the Financial Planning Board and Transformation Boards from April 2022 and balance and review all capital expenditure, be it business as usual or project investment across the organisation and ensure that the IT and estates capital investment plans are delivered on budget.

Summary:

Whilst the constabulary were clearly disappointed with the outcome of the PEEL inspection and subsequent publication it can be seen that we have, led by the Chief Constable, moved at pace to address those areas where concerns have been raised by the HMICFRS. This letter is not designed to be exhaustive in its explanation of the issues or the work undertaken to address those issues but to give a flavor of the gravity with which the situation was treated and investment we have made. There is much still to be done but there is a clear plan in place, some issues will be more intractable than others. Not least the issues of demand and how, and where, we need to place our limited, and often inexperienced, resources in order give the people of Gloucestershire the best police service possible.

It is important that HMICFRS are able to support us in making that recovery so we look forward to working closely with them over the coming months.

Yours sincerely

Jon Stratford
Deputy Chief Constable