

RESPONSE OF THE POLICE AND CRIME COMMISSIONER OF WILTSHIRE AND SWINDON TO HMICFRS' REPORT

PEEL 2025–27

[Link to publication](#)

Chief Officer summary (based on responses to afi's/recommendations)

Below [excerpt from the published response by CC on 22nd April](#) to ensure continuity of response.

The force welcomes the independent scrutiny and assessment HMICFRS provide. We accept the findings and areas for improvement from the PEEL report in full, and have already begun taking action to strengthen supervision, improve safeguarding processes and ensure victims consistently receive the service they deserve. Our focus now is on embedding the learning from the report, continuing to enhance the service we provide and ensure we are Keeping Wiltshire Safe.

<p>The published report details 12 Areas for Improvement (Afi) as below.</p>	<p>Wiltshire Police Force Response</p> <p>Timelines and guidance:</p> <ol style="list-style-type: none"> 1. Completion by 01/06/2026. <ul style="list-style-type: none"> • <i>2 weeks prior to formal submission to HMICFRS on 17/06/2026, allowing OPCC time to review/complete their response.</i> <ol style="list-style-type: none"> a. Completion by portfolio leads as named. b. Review/approval by COG/Lead; DCC Cooper and Chief Constable. 2. OPCC Response: Completed after above. <ol style="list-style-type: none"> a. Review and add comment. b. Forward to HMICFRS by 17/06/26 (within 56 days of publication of report).
<p style="text-align: center;">Portfolio lead/s</p> <p>Please provide a summary response against each area for improvement or recommendation, considering the current force position and plans to progress.</p>	

<p>AFI 01 (Leadership and force management)</p> <p>The force needs to show how it considers and evaluates the impact of changes to its processes, policies and procedures.</p>	<p>CCS Derryman / Chief Supt Downing (Strategy & Change)</p> <p>The force ensures the impact of changes to its processes, policies and procedures is properly considered and evaluated through a structured and evidence-led approach.</p> <p>The force has embarked on a Transformation programme. All significant changes are being supported by formal impact assessments, including Equality Impact Assessments, which identify risks and set out mitigation.</p> <p>Proposals are scrutinised through governance with Chief Officer and OPCC oversight requiring clear evidence of benefits, risks and consultation before approval.</p> <p>In support, the force uses data, audit processes and performance monitoring to inform decisions and assess outcomes. Increasingly, formal post-implementation reviews and ongoing evaluation are embedded within the Transformation Programme, supporting organisational learning and continuous improvement.</p>
<p>AFI 02 (Leadership and force management)</p> <p>The force needs to improve its leadership standards, behaviour and culture to make sure there is a sense of trust and value within its organisation.</p>	<p>DCC Cooper / CCS Derryman / Iain Gibson (People Services/L&D)</p> <p>A thorough review of the current leadership curriculum offering from the force, the College of Policing (CoP) and external providers has been completed by the People Services Function. This led to a proposal presented to Chief Officer Group in May, for agreement on the approach to leadership development and talent management over the coming 12 months. This will see a consistent approach for succession planning, talent management, coaching, mentoring and leadership development. With the aim of supporting a cultural shift in leadership standards, behaviour and culture to make sure there is a sense of trust and value within the force.</p> <p>The intention is to improve leadership standards through the implementation of the Inclusive Leadership Programme. The five-day course maps across first line and middle leaders' curriculum, has been developed by Durham University and has been endorsed by the CoP and PLC. The course focuses on leadership behaviours such as the case for inclusivity and the leader's role in building it, how to reduce unacceptable incivility and derogatory behaviour in their teams, and inclusive team decision making.</p> <p>The Force continues to invest and develop ongoing CPD for both officers and staff. The integration of a Learning Management System will enable greater rigour over mandated training programmes and support elements of self-directed learning. This will also provide a system to record CPD across the Force.</p>

<p>AFI 03 (Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace)</p> <p>The force needs to make sure the professional development review is effective and personnel value it.</p>	<p>CCS Derryman / Iain Gibson (People Services)</p> <ul style="list-style-type: none"> Note this is an enduring Afi from peel 2024. <p>As part of the focus on PDR process and demonstrating how it supports talent processes, line managers will use monthly 121's and reviews to have conversations with teams to understand their aspirations, discussing career development and opportunities to better understand how they are feeling, and to demonstrate the link between the PDR process and their development.</p> <p>The promotion processes is currently being reviewed and aligned to demonstrate readiness for role through the PDR process. This is having a positive impact on the approach to the reviews as seen by this year's completion data and conversations. We continue to work on this through PDR calibration, which was carried out a senior level last year, and is planned to include middle line managers with greater visibility of the benefit it brings, and the value added.</p>
<p>AFI 04 (Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace)</p> <p>The force should make sure all personnel feel continuing professional development is relevant and useful and it should centrally record and monitor it.</p>	<p>CCS Derryman / Iain Gibson (People Services)</p> <p>A comprehensive workforce planning strategy is being created that will state unequivocally the type of organisation we aim to be, with clear KPI's and auditable actions. The strategy will include the type of roles, skills and capabilities needed to grow the organisation which will have a direct impact on the types of CPD development required in future.</p> <p>A broad range of CPD is in place, however findings through feedback and surveys indicate colleagues are not always aware of the CPD available e.g. away days, network events, conference attendance, lunch and learn inputs. All are readily accessible and widely attended.</p> <p>To support with the education across the force we have focused on meaningful PDR completion and monthly 121's highlighting development opportunities through line management. The leadership team have created a Development Suite which has just been launched and includes a variety of CPD opportunities which will be included as part of development conversations. The Learning Management System which is currently procurement stages will create a system for recording all development, including CPD, in one platform, something which will develop greater knowledge and engagement across the force.</p>
<p>AFI 05 (Responding to the public)</p> <p>The force needs to reduce the number of non-emergency calls that callers abandon because they aren't answered.</p>	<p>Chief Supt Lynch / Supt Duncan (CCC). Please also see Afi 10 as links with CCC/crime recording.</p> <ul style="list-style-type: none"> Note this is an enduring Afi from peel 2024. <p>As part of a larger transformation programme encompassing Contact Management and the Crime Management Unit, demand modelling has been undertaken with the operating model within the Crime and Communications Centre (CCC) has been amended. This includes a new shift pattern, to ensure that resourcing is aligned to demand profiles, improving</p>

	<p>availability at peak times. In parallel, QueueBuster system has been implemented and is being continually refined to improve uptake and reduce perceived waiting times. The system allows callers to elect a call back, reducing the likelihood of disengaging the call before contact is made.</p> <p>This activity will be strengthened by the Right First Time: Contact Management and Crime Management Transformation programme. This approach embeds first-principles design, early decision-making, and the “One Touch – Four Outcomes” triage model to reduce failure demand, alongside targeted improvements in efficiency, demand reduction, and capacity to directly reduce abandonment rates. Part of this programme encompasses the Discontinued Contact Three Pillar Improvement Strategy, which is specifically focussed on reducing the number of abandoned non-emergency calls.</p> <p>Robust governance is built into the programme to ensure delivery and sustain performance, including a dedicated Transformation Board reporting into force-wide governance, supported by defined workstreams, operational performance meetings, and formal trigger protocols to actively manage system pressure. This will provide clear accountability, enabling early intervention where performance risk emerges, and will embed continuous assurance through audit, performance reporting, and victim and frontline feedback.</p> <p>The desired result is a sustainable, organisation-wide capability to manage demand, reduce abandoned calls, and improve public confidence in access to policing services.</p>
<p>AFI 06 (Investigating Crime)</p> <p>The force should make sure there is supervisory oversight of investigations to make sure that all appropriate investigative opportunities are taken.</p>	<p>D/Chief Supt Elkins / D/Supt Thorne (Investigations)</p> <p>The force has implemented a structured Crime Investigation and Review Procedure to strengthen supervisory oversight and ensure all appropriate investigative opportunities are identified and progressed. This framework introduces clear and defined timelines for review at Sergeant, Inspector, and Chief Inspector levels, ensuring consistent and timely supervision throughout the lifecycle of an investigation. Supporting guidance has been developed to outline expectations at each review stage, including lines of enquiry, safeguarding considerations, suspect management, and evidential opportunities.</p> <p>To improve consistency and quality, new supervisory review templates have been designed and introduced. These provide a standardised approach, prompting meaningful and structured oversight while reducing variation in practice across teams. In addition, a QlikSense performance dashboard is currently in development. This will enable the force to monitor supervisory review compliance, timeliness, and quality, providing enhanced visibility and accountability at all levels. Collectively, these improvements are designed to embed a culture of effective supervision, improve investigative standards, and ensure greater organisational grip on performance which will be monitored through the Phoenix investigation standards structure.</p>

<p>AFI 07 (Investigating Crime)</p> <p>The force should make sure victims are able to access their rights as laid out in the Code of Practice for Victims of Crime.</p>	<p>D/Chief Supt Elkins / D/Supt Thorne (Investigations)</p> <p>The force has taken a comprehensive and structured approach to ensuring victims are able to access their rights as set out within the Victims’ Code of Practice, embedding these principles across operational delivery and organisational processes. Clear and robust training is provided to officers and staff, with the various strands of victim entitlements woven throughout learning to ensure a consistent understanding of expectations and responsibilities. This is reinforced through a suite of policing documents and practical tools designed to guide delivery, including the investigation template, victim needs assessment, and the contact contract schedule, all which support officers in identifying and responding to individual victim requirements.</p> <p>In addition, automated processes have been introduced to strengthen compliance with the Code, ensuring that victims are contacted in a timely manner, kept appropriately informed, and consistently offered access to support services.</p> <p>Victims’ Right to Review (VRR) provision has also been enhanced to better meet demand, with all Inspectors trained to manage this effectively and ensure that victims are able to exercise their rights to challenge decisions.</p> <p>The Horizon team, which supports victims and witnesses of crime providing a co-ordinated, consistent end-to-end service, further strengthens this offer by providing early enhanced support and tailored post-charge coordination, ensuring that victims can access and understand their rights from the outset. The team maintains timely and consistent contact with victims throughout the progression of the case, including during the court process, ensuring they are kept informed in line with the Victims’ Code and supported at key stages. Through this coordinated approach, victims are better able to exercise their rights and receive a responsive and victim-centred service.</p> <p>Collectively, this sits within a broader framework of organisational scrutiny, where audit and assessment workflows review performance across all areas of policing, with a specific and deliberate focus on compliance with the Victims’ Code of Practice. This approach enables the force not only to identify gaps in the consistent delivery of victim entitlements, but also to use these insights as a key learning tool, translating findings into targeted development activity, reinforcing good practice, and driving continuous improvement in how victims’ rights are understood, applied and upheld.</p>
<p>AFI 08 (Safeguarding children and adults at risk of harm)</p> <p>The force should make sure it has clear processes for monitoring protective orders and enforcing any breaches.</p>	<p>D/Chief Supt Elkins / D/Supt Garrity (Vulnerability)</p> <ul style="list-style-type: none"> • Note this is an enduring Afi from peel 2024. <p>The force has introduced an overarching Ancillary Orders Policy, which establishes a framework for the governance, application, recording, monitoring and enforcement of ancillary orders used to protect vulnerable people and manage risk. The central aim of the policy is to ensure ancillary orders are used consistently, lawfully and effectively to safeguard victims, prevent harm and support proactive policing.</p>

The policy divides ancillary orders into two categories: Priority Orders and Regular Orders. Priority Orders are those assessed as carrying higher levels of risk and therefore requiring stronger oversight, proactive management and clearer operational accountability. These include orders such as Domestic Violence Protection Notices/Orders, Stalking Protection Orders, Violent Offender Orders, Slavery and Trafficking Orders, and related safeguarding measures. Regular Orders are managed more reactively, with responsibility sitting largely within local policing teams or originating units.

A key feature of the policy is the role of the Ancillary Order Management Officer (AOMO), who provides force-level oversight of all live ancillary orders, ensures accurate recording, monitors compliance processes and supports data presentation. The policy also defines responsibilities across operational staff, supervisors, inspectors, on-call superintendents and specialist teams to ensure that orders are progressed, served, reviewed and enforced appropriately.

The document places particular emphasis on the timely service, recording and monitoring of priority orders. Orders must be recorded promptly on force systems, victims must be updated, follow-up welfare visits must take place within defined timescales, and local policing teams must be tasked to support safeguarding and compliance activity. The policy makes clear that failures in service delivery or governance are subject to scrutiny through established oversight arrangements, including tactical and strategic vulnerability meetings.

The policy also sets out a clear approach to breach management, requiring all reported breaches to be treated seriously, risk assessed immediately, recorded properly and escalated for operational and strategic oversight. This ensures that breaches are not dealt with as administrative matters, but as safeguarding and risk events requiring active management.

In support a process for monitoring and acting upon breaches via bespoke Niche inboxes is in place. Separate inboxes provide force oversight of orders at the following stages - 1. **Court** - Those that require court submission, 2. **Service** - Those granted by a court that require serving on a subject and 3. **Breaches**. The inboxes have been built into force daily management and oversight processes by being linked to the superintendent chaired Daily Management Meetings (DMM), through the force Intelligence Portal. Twice daily, force DMM chairs provide oversight/direction and hold practitioners to account.

To compliment, a mechanism to challenge perceived unwarranted court refusals has been developed through JOIM (joint operational improvement meeting) feedback.

To support front line staff and ensure compliance, a 5-min bite-sized training input, has introduced inspector/superintendent obligations at various stages and is in the process of creating process documents for **all** ancillary orders, which serve as clear guidance for staff. To illustrate, the DVPN/O Process Document is complete and attached. The process documents are available to all staff via the force's Vulnerability SharePoint site.

<p>AFI 09 (Safeguarding children and adults at risk of harm)</p> <p>The force should make sure it has timely assessment, referral and notification systems that safeguard adults and children from harm.</p>	<p>D/Chief Supt Elkins / D/Supt Garrity (Vulnerability)</p> <p>In October 2025 the force introduced the DARA (Domestic Abuse Risk Assessment) tool, to support frontline staff more effectively recognise and risk assess domestic abuse incidents. DARA steers first responders away from an oversimplified ‘incident-based’ mindset and better equips staff to recognise/mitigate coercion and control offences. All frontline staff have received DARA risk assessment training, delivered by the force’s dedicated VAWG team and learning is supported by support and guidance documents accessible via the Vulnerability SharePoint.</p> <p>In support, ‘DA months of action’ in October 2025 and again in May 2026 have taken place. The events were arranged by the force’s dedicated VAWG team and used to promote best practice and opportunities for improvement. Key topics include effective risk assessing (including the issue of inappropriate downgrading), PPN accuracy, victim blaming language, stalking/RASSO/DA investigations, ‘DA in a Day’, promoting the CPS DA green priority charging process and the role of the IDVA/ISVA. Inputs were delivered via force wide comm’s, webinars, Vulnerability staff attending front line briefings and 5-minute ‘bite-sized’ training videos.</p> <p>To improve how the force approaches the risk assessment of the vulnerable, a new process has been introduced, which raises the scrutiny and oversight of risk assessment gradings from sergeant to inspector; under the new system only an inspector has the authority to lower the grading of a DA risk assessment.</p> <p>The force’s Domestic Abuse Support Team (DAST) carry out secondary risk assessments on all High and Medium DA risk assessments. High risk matters are reviewed within 24hrs by the unit’s MARAC specialists. Medium risk matters are reviewed by dedicated staff. In the event that a victim has declined to support investigation, or where a risk assessment contains ambiguity, DAST staff will make contact, offer support and attempt to glean further information to improve the quality of the risk assessment; to illustrate, this process has been known to identify a previously unknown breach of bail conditions, which was hidden from front line attendees. The DAST also has a process which triggers third sector referrals when relevant issues are highlighted within High or Medium reports.</p> <p>The improvements to the front-end scrutiny of risk assessments is reflected in that it is rare DAST staff have to raise the risk level on a report. It occurs around 0.4 times a month and is now measured as a Priority KPI, so that when it does occur individual/management feedback can be issued.</p> <p>Although the DAST works to a high standard and effective processes, the system is not infallible. The DAST does not have the capacity to review Low risk reports at the time of writing. It also lacks the capacity to operate without a backlog of Medium risk reports. The sustainability and long-term effectiveness of the DAST will be considered as part of the force’s Transformation initiative.</p>
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DAST managers are exploring ways to innovate and remove 'risk in lists'. Current projects, which will complement the overall transformation piece, include; -

A robotics package to review and upgrade Low risk reports to Medium when certain conditions are met – 5 Low risk incidents within the previous 12 months triggers an automatic upgrade of risk (in line with MARAC Principles). The robotics system builds on a similar robotics package, used with success in the MASH to review PPN's.

A robotics package to review and upgrade Medium risk reports to High when certain conditions are met – any Medium or High-risk incident within the previous 12 months.

A robotics package to automatically flag/sort High and Medium risk matters into respective inboxes, to avoid daily manual searches/unnecessary delays.

Over the last 12 months significant improvements have been made to Op Encompass processes. The procedure is now carried out by dedicated staff, with a dedicated overtime budget to cater for periods of increased/unexpected demand. The system has also been redesigned to improve efficiency with the removal of unnecessary processes. As a result, Wiltshire Police have reported no backlog with Op Encompass referrals since October 2025. In addition, Wiltshire Police (unlike some other forces, which provide a skeleton update to comply with their basic obligations only) issues a full-context update. This enables education partners to provide the best possible support to children. Op Encompass inaccuracy rates, which cause unnecessary delays, are now captured as a Priority KPI. The 'top 5' worst offending teams are highlighted monthly and relevant team inspectors challenged.

A dedicated Stalking Investigation Standards Officer (SISO) is in place, responsible for reviewing all live investigation, to identify risk and safeguarding opportunities, and to raise investigation standards. The SISO provides written support to investigators (all stalking offences, not just DA aggravated) and provides a specific entry on the 'Summary Offence' reports, to warn investigators of 6-month timescales. A bespoke risk assessment for DA aggravated stalking offences is also in place. In addition, the force has developed a bespoke risk assessment for all other stalking offences; it is currently with IT support who will build it into the relevant Niche investigation template. The SISO also chairs a bi-weekly Stalking Scrutiny Panel, which dip-samples the quality of stalking investigations and provides feedback to investigators/managers when applicable; risks/trends are reported into the Vulnerability Department Leadership Team meeting via a standing agenda item. The force is working with '[Open to Change](#)' which has just secured funding to trial custody interventions relating to suspects arrested for stalking offences.

<p>AFI 10 (Safeguarding children and adults at risk of harm)</p> <p>The force needs to improve how it records crimes committed against victims of domestic abuse and reported incidents of rape.</p>	<p>D/Chief Supt Elkins / D/Supt Garrity (Vulnerability) / Chief Supt Lynch / Supt Duncan (CCC) links with accurately recording at source.</p> <p>A structured, force-level approach on Crime Data Integrity (CDI), via a Gold Group chaired by an ACC was established last year to put the governance bedrock in place to improve crime recording, with clear recognition that crime recording—particularly for domestic abuse and rape—is dependent on accuracy at the first point of contact. This is supported by ongoing audit and assurance activity, including National Crime Recording Standard compliance reviews and targeted audits of domestic abuse, Rape and Serious Sexual Offences and N100 incidents, which continue to identify areas for improvement relating to timeliness, classification and missed crimes.</p> <p>Operationally, Contact Management has been identified as the critical control point for improvement. New supervisory processes and feedback loops have been introduced within the CCC to improve oversight and provide real-time learning to call handlers and staff, reinforcing the principle that safeguarding outcomes rely on correct initial recording. The Force Crime and Incident Registrar and her team play a central role in this, delivering training to CCC staff and producing audit reports that are fed back directly to call handlers to drive learning and improvement.</p> <p>This approach sits within the wider Right First Time: Contact Management and Crime Management Transformation programme, where crime data integrity is a focus area aimed at improving staff understanding of HOCA rules, embedding meaningful training, and ensuring audit findings translate into behavioural change. In parallel, the programme is actively exploring the use of AI to support call handling and improve accuracy at source, alongside continued performance oversight through AFI governance structures, moving the organisation towards a more preventative, system-based approach to crime recording improvement.</p>
<p>AFI 11 (Managing fraud)</p> <p>The force should implement and fully establish fraud governance at a strategic level.</p>	<p>D/Chief Supt Elkins / D/Supt Thorne (Investigations)</p> <p>A Fraud Oversight Board (FOB), established in 2025 and chaired by the DCI for Complex Fraud, is being relaunched to strengthen governance and coordination across fraud activity. The Board brings together frontline and specialist teams, with plans to enhance partnership working through more structured engagement with external agencies. Fraud is managed through the national 4P framework—Pursue, Prevent, Protect and Prepare—ensuring a balanced approach to enforcement, prevention, and victim support, aligned with partner organisations.</p> <p>A dedicated 4P Plan for high-harm fraud is in development, informed by a national benchmarking exercise launched in May 2026 to identify best practice in areas such as partnership working and case allocation.</p> <p>Performance and oversight are maintained through quarterly DCS reviews, monthly DCI performance meetings, and scrutiny at the Strategic Performance Board, chaired by the DCC.</p>

	Looking forward, the development a dedicated Economic Crime Unit for Wiltshire Police will enhance the capability to manage and prevent Fraud.
AFI 12 (Managing fraud) The force needs to effectively train personnel who receive calls from the public about fraud and those who investigate fraud offences.	D/Chief Supt Elkins / D/Supt Thorne (Investigations) The DI for fraud is currently reviewing fraud training opportunities for initial contact management, and a requirement for refresher training, in addition to frontline, response and VCT provision. Work is ongoing to implement local fraud single point of contacts (SPoCs) who will be given additional training by the Complex Fraud Team. These SPoCs will represent frontline policing and investigation teams within the FOB (referenced in AFI 11).

This This response is prepared in line with Section 55(5) of the Police Act 1996 which requires the local policing body (OPCC) to comment on HMICFRS published reports. Please see Annex A which details.

Police and Crime Commissioner's comments

I welcome the publication of HMICFRS's latest PEEL inspection report and the independent assessment it provides of Wiltshire Police.

The report confirms that the progress made by the Force in recent years is both genuine and sustained. Wiltshire Police has moved beyond a period of considerable challenge and is now at a point where the focus must be on embedding improvement, maintaining standards and building long-term resilience. That progress reflects the commitment and professionalism of officers, staff and volunteers across the organisation and has been achieved through sustained effort, stronger governance and clearer leadership.

The report identifies a number of areas where the Force is performing well. HMICFRS recognises the strength of neighbourhood policing, effective crime prevention activity and the positive impact of partnership working. Improvements in responsiveness and the continued focus on preventing harm, particularly through early intervention and engagement with young people, are also acknowledged. These are important strengths because they reflect what communities expect: visibility, responsiveness and a clear focus on keeping people safe.

The Chief Constable has accepted the findings in full and set out the work already underway to address those areas requiring further improvement.

However, there remains more to do.

The report highlights the need for greater consistency in investigations, stronger supervision, improved safeguarding arrangements and better compliance with the Victims' Code. It also identifies the need to strengthen leadership culture, staff confidence and the way organisational change is implemented and evaluated. These are longstanding challenges which require sustained focus and consistent delivery across the organisation.

The Force has set out a comprehensive programme to address these areas, supported by stronger governance, improved performance oversight and enhanced training. These plans are welcome, but success will be measured by delivery. The public and victims of crime must see the impact of these improvements in the service they receive.

This work is taking place against a backdrop of increasing demand, particularly in complex areas such as vulnerability and safeguarding, alongside continuing financial pressures. While the Force has strengthened its financial position, disciplined prioritisation will remain essential.

Wiltshire remains one of the safest counties in the country, but this must not lead to complacency. Public confidence is improving, but expectations are rightly high. Communities expect a service that is consistent, professional and effective every time it is needed.

As Police and Crime Commissioner, I will continue to support and challenge the Force in equal measure, holding it to account to ensure improvement is delivered and sustained.

This report provides both assurance and challenge. The direction of travel is positive, but the next phase must focus on consistency, confidence and resilience so that progress is fully realised across all communities in Wiltshire.

Annex A

Responses to HMICFRS inspection reports

If HMICFRS has published an inspection report, and that report relates to a police force, section 55 of the Police Act 1996 requires the local policing body (the police and crime commissioner and the equivalents in London and Manchester) to prepare comments on the report and to publish them (section 55(5)).

Inspection reports are sometimes concerned with only one police force; some relate to several forces; and some relate to all forces (usually national reports and thematic reports). Unless a particular force is clearly not the subject of the report, the following procedure (required by section 55) must be followed.

If HMICFRS has published both a national report and a force-specific report on the same subject (for example, efficiency or domestic abuse), it is necessary for the following procedure to be followed in respect of both the national report and the force-specific report, except where the national report and the force-specific report contain the same findings and recommendations. In the latter case, it is necessary to follow the procedure only in respect of the force-specific report; repetition and duplication are of course unnecessary.

The local policing body must first invite the chief officer of the force to submit to the local policing body his or her comments on the HMICFRS report before such date as the local policing body specifies (section 55(4)).

The local policing body must then prepare his or her comments on the published inspection report, and must publish those comments, together with the chief constable's comments and any response which the local policing body has to the chief constable's comments (section 55(5)).

Those comments must be published within 56 days of the date of publication of the inspection report (section 55(5A)).

If the inspection report contains recommendations, the local policing body's comments must include an explanation of:

- a) the action the local policing body has taken or proposes to take in response to the recommendations; or
- b) why the local policing body has not taken, or does not propose to take, any action in response (section 55(5B)).

The local policing body is required to send a copy of the published comments to HMICFRS and the Home Secretary (section, 55(6)).

31st March '25