



HMICFRS update

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**Strategy &
Improvement Unit**

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Inspections

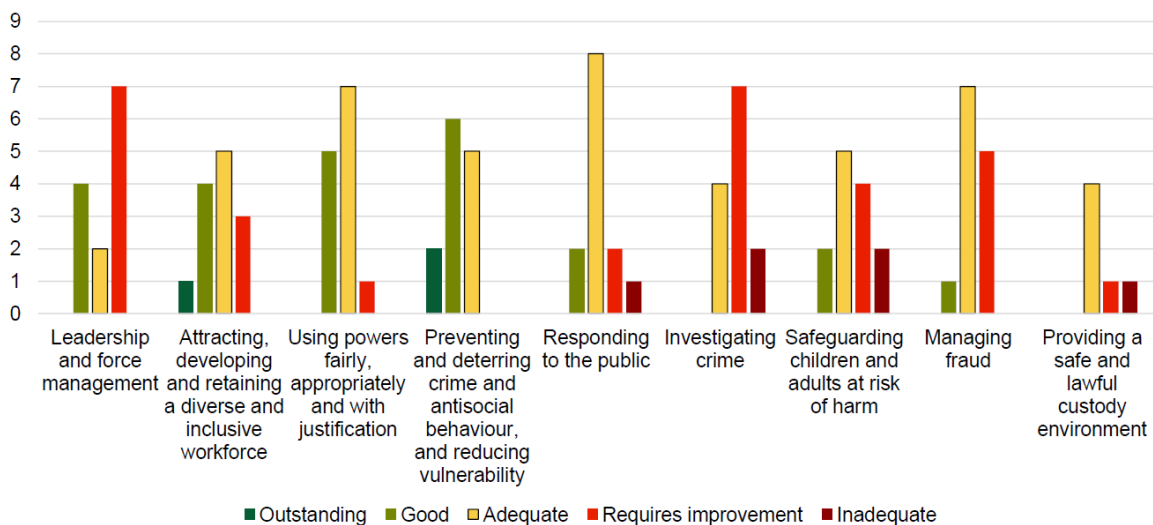
1.1 PEEL Inspection

The force was subject to a HMICFRS PEEL inspection in January 2026; with a lead in time starting from April 2025.

Since the previous JIAC meeting in March 2026, the force has received its PEEL assessment. The force assessment had remained fairly consistent from the previous PEEL inspection in February 2023, apart from the two areas indicated below. It is generally a positive picture when taking into consideration the pressures that come with policing; i.e. funding pressures, political agendas, changes in society etc. There were two new areas of focus in this inspection; Managing Fraud and Providing a safe custody environment.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Police powers and public treatment	Developing a diverse and inclusive workforce	Leadership and force management	Investigating crime
		Preventing and deterring crime	Responding to the public	
		Safeguarding children and adults		
		Managing fraud		
		Providing a safe custody environment		

HMICFRS has published the gradings of all force who have been inspected within this PEEL cycle, thus far (9 forces).

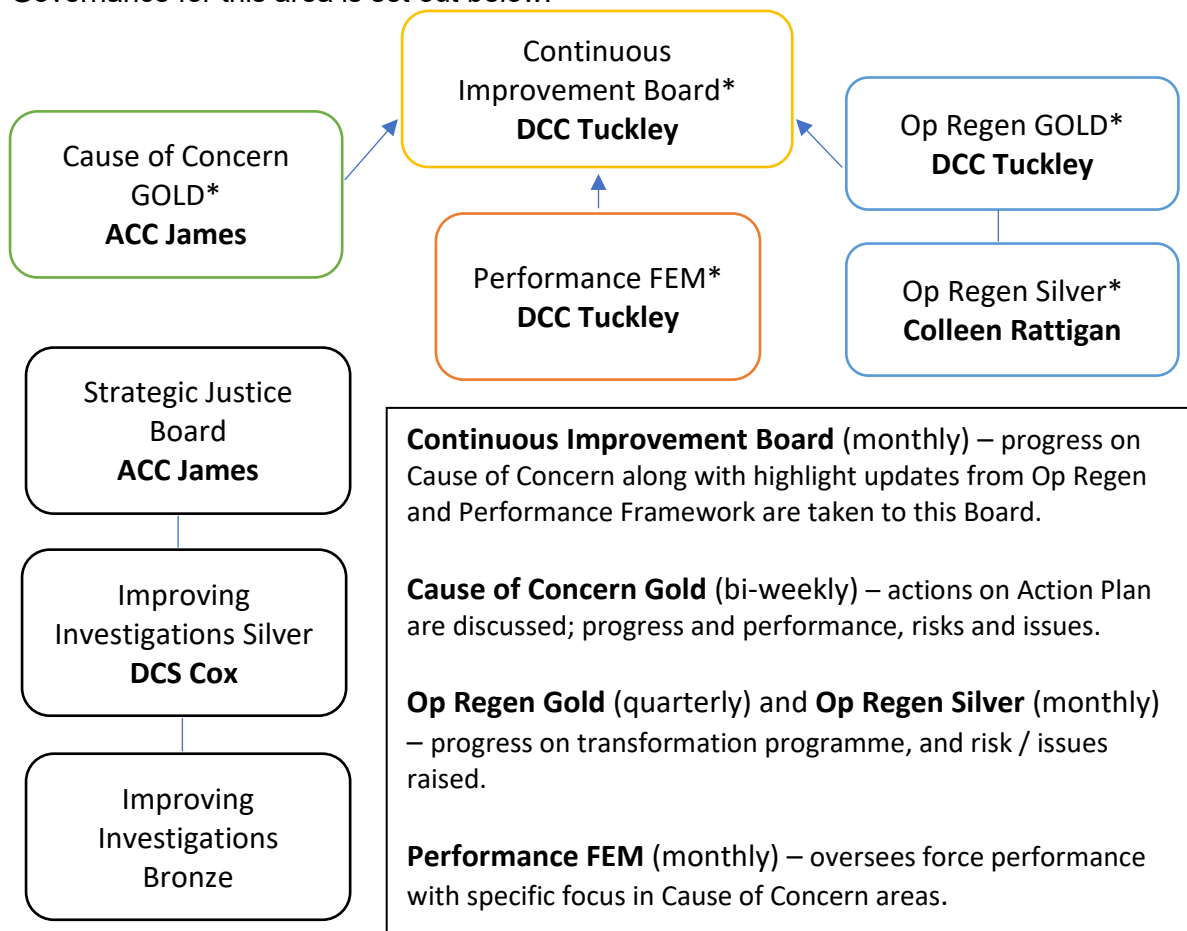


It has been highlighted from the “State of Policing: The Annual Assessment of Policing in England and Wales 2025–26” report, that Northamptonshire Police is not alone in being graded as Inadequate for Investigating Crime or Requires Improvement for Leadership and force management, and this is a broader issue than just a force issue. [State of Policing: The Annual Assessment of Policing in England and Wales 2025–26 - His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services](#)

The force’s inspection found a need to better understanding demand and capacity, as this was not balanced across the force, with some operational teams overloaded and others not. The force had already identified this prior to the inspection and had commenced a review of the operating model (Op Regen). The force had already appointed a senior leader and project team to progress the design and implementation of a new model. Phase One has included addressing demand within the Force Control Room which should support the changes needed that were highlighted in the PEEL report for “Responding to the public”. These changes are being implemented during October 2026.

The force’s inspection found an ‘enduring area of improvement’ (AFI) for achieving outcomes for victims of crime, which was carried over from the previous PEEL Inspection. This led to a “Cause of Concern” being reported for the area of Investigating Crime. The force already had a dedicated team in place to address this (Project Sherlock) however positive outcomes of crimes had not improved. In addition, the inspection found that governance of performance was not as robust as it should be. The force has worked closely with HMICFRS and the College of Policing to put actions in place to address this. There is a “one team” approach and robust governance is in place to support it.

Governance for this area is set out below:



HMICFRS requires an Action Plan to be set up to address the Cause of Concern; to set out what actions will be taken, timescales for delivery of these actions, named owners and timescales of these, along with how these actions will be evaluated. The force action plan was shared with HMICRS and feedback sought. Monthly updates are shared along with performance monitoring. Early indications are showing improvements in performance. HMICFRS are due to visit the force at the end of September to assess progress and will then revisit the force in the coming months to confirm if enough progress has been made so the Cause of Concern can be downgraded.

Below is a snapshot of the Action Tracker overview page, which includes the 4 specific recommendations made by HMICFRS:

High Level Recommendation Details						HMICFRS PEEL Report 2 Cause of Concern Recommendation		
Recommendation ref	Recommendation detail	Overall Recommendation Owner/Lead	Status	Due date	Days until due date	Action % complete DO NOT AMEND HERE Updates to be made on Rec tabs	Action % complete DO NOT AMEND HERE Updates to be made on Rec tabs	Action DO NOT AMEND HERE Updates to be made on Rec tabs
1 (click to go to low level detail)	Ensure investigations are allocated to teams that have appropriate capability and capacity to manage them effectively	Colleen Rattigan	In progress	31/12/2026	100	Action 1.1 65%	Action 1.2 65%	Action 1.3 100%
2 (click to go to low level detail)	Ensure there is a focus on tactical governance, investigation standards and outcomes for victims	ACO James/DCS Wilcox	In progress	31/12/2026	100	Action 2.1 90%	Action 2.2 90%	Action 2.3 100%
3 (click to go to low level detail)	Ensure their quality assurance processes provide greater consistency in how investigation plans, supervisory reviews and management oversight are applied	ACO James/DCS Wilcox	In progress	31/12/2026	100	Action 3.1 20%	Action 3.2 50%	Action 3.3 100%
4 (click to go to low level detail)	Consistently comply with the victim's codes of practice, conducting quality victim needs assessments, recording victim's views and maintaining effective contact	ACO James/DCS Wilcox	In progress	31/12/2026	100	Action 4.1 50%	Action 4.2 100%	Action 4.3 100%

The PEEL report also highlighted areas of good progress and a number of “Promising Practices”;

PAF Area	Promising / Innovative Practice
<i>Preventing and Detering Crime and Anti-Social Behaviour, and reducing vulnerability</i>	The force partners with the office of the police, fire and crime commissioner to support children affected by the imprisonment of a parent, carer or sibling
<i>Responding to the public</i>	A ‘persistent caller officer’ identifies repeat callers and co-ordinates actions to reduce demand
<i>Safeguarding children and adults at risk of harm</i>	The police and the office of the police, fire and crime commissioner work together to reduce the risk of harm to young people who repeatedly go missing
	The force works with a third party to provide immediate and short-term help to domestic abuse victims fleeing home

The force has received a number of AFIs which are being managed through governance processes, with a named senior officer and business lead. All AFIs feature as standing

agenda items within the appropriate Board meetings, and updates are taken to the Continuous Improvement Board which is chaired by the DCC. In addition, a monthly update report is provided to the Police, Fire and Crime Commissioner through the Force Accountability Board.

1.2 Firearms Licensing Inspection

The force was 1 of 6 forces selected to participate in a HMICFRS Thematic Inspection for a Firearms and Explosives Licensing Unit Inspection.

The final report was published in August 2026.

[An inspection of firearms licensing across police forces in England and Wales - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

Northamptonshire Police were named within the report and referenced as participating in a pilot which showed improvements in processes. The feedback provided within the de-brief was generally positive.

Several recommendations have been made for all forces, and these are being managed within the appropriate command. Updates and progress against the recommendations will be managed within the Continuous Improvement Board

1.3 Safety Advisory Groups Inspection

HMICFRS announced a thematic inspection into police's role in safety advisory groups and major public events. A number of forces were selected to participate in the inspection.

As part of the inspection, all forces were invited to complete a survey, and as a result of our forces response to this survey, HMICFRS decided to include Northamptonshire Police within the inspection, due to the policing support given at Silverstone Events.

The final report was published in September 2026.

[An inspection of the police's role in safety advisory groups: planning for major public events - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

Northamptonshire Police were named within the report as having evidence of good practice; a case study was shared within the report demonstrating positive processes within the force and with partner agencies.

Several recommendations have been made for all forces, and these are being managed within the appropriate commands. Updates and progress against the recommendations will be managed within the Continuous Improvement Board

2. Continuous Improvement Plan 2024 – 2026

The force delivered a root and branch review of each Peel Assessment Framework (PAF) area, as performed ahead of the inspection, to help leaders get ahead of any internally identified areas for improvement. This will be revisited towards the end of 2026, beginning of 2027, to complete a refreshed self-assessment.

The Deputy Chief Constable has strategic oversight and grip of all inspection activity. This is managed through the Continuous Improvement Board, meeting monthly and attended by senior leaders and subject matter experts. This Board considers the forces direction of travel

in relation to all HMICFRS Recommendations and AFIs, following all publications. It also ensures the Force Management Statement (FMS), during the creation stages, progresses in a timely manner.

The force Continuous Improvement Plan has been updated for the next 2 years.

3. Rolling HMICFRS Inspection activity

The force is anticipating two rolling inspections within the next few months:

- Integrity inspection
- Serious and Organised Crime (SOC) inspection

Inspection preparedness activity has already commenced.

4. Conclusion

The force is confident it has the appropriate oversight in place to address its areas for improvement, and that Strategy and Improvement have the right structure and governance in place for the Deputy Chief Constable to address concerns through the Continuous Improvement Plan and Board.



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