**Performance and Resources Scrutiny Programme 2018/19**

**Report to: the Office of the Police, Fire and Crime Commissioner for Essex**

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| **Title of Report:** | **HMICFRS Inspection Programme Update** |
| **Agenda Item No.** | **2** |
| **Chief Officer** | **Dr Victoria Harrington** |
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| **Report from:** | **Essex Police** |
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| **Author on behalf of Chief Officer:** | **Steve Powell / Will Newman / Claire Heath** |
| **Date of Approval:** |  |

1. **Purpose of Report**

To provide an overview of the requirements that will be placed upon Essex Police in order to appropriately support the HMICFRS Inspection Programme for 2018-19.

This report is an update to the HMICFRS Inspection Demand Paper dated 19th April 2018, presented to the OPFCC Performance and Resources Scrutiny Board on 26th April 2018.

1. **Recommendations**

This report is for the board to note the plans in place and the resource required to support the overall Integrated PEEL Assessment.

1. **Executive Summary**

Following the recent HMIC Integrated PEEL Inspection (Sept 2018), the Force has a clearer understanding of the impact of a full HMICFRS annual inspection cycle. This report provides additional detail to describe the demands that the new HMICFRS Integrated PEEL Assessment (IPA) places upon the Strategic Change Directorate.

Following the previous update Essex Police has:

* Successfully delivered the first edition of the Force Management Statement and the first national Single PEEL Inspection.
* Mitigated the risks relating to the IPA identified in the previous paper
* Developed a detailed understanding of the forward programme and the resource and costs associated to meet the HMICFRS requirements
* Scheduled a post implementation review to ensure learning from the initial Integrated PEEL Assessment will inform future activity

This report provides a costed summary of the resource / demands within the Strategic Change Directorate to successfully deliver the HMICFRS requirements.

**The *cost* to support the annual cycle is up to £183K and represents the dedicated administrative resources to support the HMICFRS process. It excludes all other associated, hidden and opportunity costs, including management oversight.**

The report also provides an updated timetable, spanning activity from January 2018 to March 2019, including the two thematic inspections that have taken place and a further six areas where it is possible the Force will be inspected.

**4.0 Introduction/Background**

In spring 2018, HMICFRS changed the way the Inspection Programme is conducted, introducing the Integrated PEEL Assessment (IPA).

The introduction of the Force Management Statement (FMS), the single PEEL Inspection and continuing rolling thematic inspections all form part of the IPA Programme.

**Essex Police is the first Force to be inspected using the new process.**

The diagram below shows the link between the Integrated PEEL Assessment and all other HMICFRS related activity.

**Integrated PEEL Assessment Process**

The April 2018 report highlighted the significant increase in the data capture requirements that the new process places upon all Forces. Since February 2018 Essex Police has completed a number of thematic inspections including: -

* Hate Crime Pilot[[1]](#footnote-1) (5th – 9th February 2018)
* Joint Targeted Area Inspection (JTAI) (19th – 23rd February 2018)
* Fraud/Cyber Inspection (14th – 16th May 2018)

The programme of HMICFRS Thematic Inspections for 2018-19 includes the following further Inspections: -

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| --- | --- |
| Confirmed by HMICFRS – date to be confirmed | Potential - Yet to be confirmed by HMICFRS |
| Counter Terrorism[[2]](#footnote-2) | Cyber Dependent Crime |
| Crime Data Accuracy | Child Protection |
|  | Older People in the Criminal Justice System |
| Victim Confidence |
| Modern Slavery |
| County Lines |

1. **Current Work and Performance**
   1. **Force Management Statement Update**

The April 2018 report highlighted the potential risks relating to the production of the FMS and the potential impact this work might have on Essex Police resources at a strategic and an operational level.

These risks were:

* Given the scope, breadth and timeline for delivery there is a risk that the quality of the FMS submission will be effected,
* The risk of a poor FMS submission may impact on the single PEEL Assessment and overall grading of the Force,
* A negative PEEL assessment grading could result in increased scrutiny from HMICFRS and increase the burden further,
* A poor PEEL assessment grading will impact on public confidence,
* Specialist staff are being abstracted from core business to deliver the FMS,
* Taking operational staff away from core front-line duties to support the delivery.

The previous report provided reassurance around risk mitigation, including a clear governance structure, weekly tactical meetings and regular Chief Officer Board oversight.

At the Strategic Presentation for the PEEL Inspection conducted from 3rd to 7th September 2018, Zoe Billingham, HMI, stated that the Essex Police Force Management Statement was of a high quality and is being used by Inspectors to look at the risk based areas self-identified by Essex Police in the FMS. The feedback received was that Essex Police had assisted HMICFRS greatly through the production of an excellent and honest FMS.

Essex Police has planned to complete a full Post Implementation Review (PIR) of the production of the FMS. This is due to be completed before the end of 2018 following a national assessment of all FMS submissions. The national assessment is due to be concluded in November 2018. Initial indications are that all six of the potential risks identified above have been successfully mitigated.

The second FMS is required to be completed by May 2019. Work will start in November 2018. Experience of the production of the first edition indicates that a high quality product requires six-months of preparation.

The production of the first edition was successfully achieved through the appointment of a dedicated resource for 6-months which is far below the resources set aside for this exercise by other similar size forces. The Essex Police PIR will inform planning and resourcing requirements for future submissions.

**5.2 Continuous Improvement Team (CIT) Commitments**

The Essex Police Continuous Improvement Team is based in the Strategic Change Directorate and consists of a Manager and three and a half permanent members of staff.

The team holds responsibility for a wide range of activities including:

* Co-ordination and liaison on behalf of Essex Police in facilitating and realising the HMICFRS Programme (IPA)
* Oversight of Internal Inspection Team process
* Policy, Procedure and Strategy
* Force Risk Management Process and Governance
* Oversight of Chief Officer Boards for Risk Management, Risk Star Chamber, Chief Officer Development Boards and Joint Audit Committee.
* OPFCC liaison and meeting support / facilitation

In addition to the costs of the dedicated support team, there are significant management costs and abstractions for a number of operational, support staff and Senior Leader / Chief Officer to support the preparations for inspections and during the period of the inspection itself.

Appendix 1 outlines the timeline of HMICFRS activity over the last six months and the plans currently in place through to April 2019.

1. **Implications (Issues)**

Essex Police is the first Force nationally to be inspected under the new IPA. The subsequent impact has included: -

* High levels of queries from other Forces seeking insight in to the Essex experience.
* A condensed time to : -
  + Develop AFIs in comparison to other Forces for inspection later in the schedule (February 2018 AFI publication to September 2018 Inspection in Essex)
  + Develop evidence against core question set (HMICFRS were continually refining their requirements until late July 2018)
  + Complete HMICFRS officer and staff survey
  + Co-ordinate insight visits prior to inspection dates
  + Short timescales between HMICFRS receipt of Essex Police FMS (25th June 2018), confirmation of the key lines of enquiry and the inspection week
* Competing demands were created by the two Thematic Inspections which HMICFRS conducted in spring 2018. These significantly impacted upon the resources that had been dedicated to the preparation for the September inspection week.
* The development of the FMS has led to the investment of a dedicated FMS development lead for a six month period. This is at a cost of £28,000 for the first iteration of the FMS. In addition:
  + A number of departments within the Strategic Change Directorate provided resources to support project management, evidence and data capture, analysis and administration to inform the FMS in addition to business as usual.
  + The Performance Information Unit (PIU) as well as the Continuous Improvement team has experienced a significant increase in demand to provide data packs, analytical products and support commands to complete the FMS. As a consequence, PIU experienced delays with the ongoing implementation of the balanced scorecard process and new red line measures.
* This considerable activity was delivered whilst the team continued to deliver against the remaining core business as listed in section 5.2 above.

**6.1 Links to Police and Crime Plan Priorities**

The FMS was designed as a forward looking assessment, tailored by the force to inform Essex Police’s business planning process and the context in which the force is operating. It identifies where gaps may currently exist in meeting future demand with important links able to be made to Police and Crime Plan priorities. Some gaps in the FMS categories will be addressed in future iterations to ensure closer alignment with the Police and Crime Plan.

**6.2 Demand**

The FMS is underpinned by the analysis in Essex Police’s independent demand review conducted by PA Consulting.

**6.3 Risks/Mitigation**

The April 2018 report listed a number of concerns and risks surrounding the Force’s capacity to support the new Single PEEL Inspection process.

As a consequence of the new Inspection programme the Strategic Change Directorate and wider Force has continued to meet competing high levels of demand.

Both the FMS PIR and the impact assessment of the Single Peel Inspection will identify the ongoing resource requirements in order to ensure the FMS and the Single PEEL Inspection are successfully delivered as part of business as usual.

The force continues to mitigate the identified risks with a clear governance structure, including weekly tactical meetings and regular Chief Officer Board oversight. This ensures suitable project oversight and scrutiny is given against the challenging timescales.

**6.4 Equality and/or Human Rights Implications**

None

**6.5 Health and Safety Implications**

None

**7.0 Consultation/Engagement**

Claire Heath, Strategic Change Directorate

Mark Johnson, Head of Analysis

**8.0 Actions for Improvement**

The Continuous Improvement Team is conducting an impact assessment of the September 2018 PEEL Inspection in order to further refine the administration, preparation and management of future inspections in order to ensure that the impact upon operational policing is minimised whilst ensuring the process is effectively managed and provides sufficient evidence. This will be completed by end of 2018.

**9.0 Future Work/Development**

**Appendix 1** details the timeline of activity relating to the Force Management Statement (pink); confirmed / potential inspections, including preparation work (beige) and the significant requests for data and documentation from HMICFRS (green). All of this illustrates the constant cyclical demand that the HMICFRS Inspection process generates.

**10.0 Decisions Required by the Police, Fire and Crime Commissioner**

To note the timetable, plans, review and support required for the Integrated PEEL Inspection.

**APPENDIX 1**

1. Essex Police volunteered to take part in the Crime File part of this review. [↑](#footnote-ref-1)
2. Latest information suggests mid-November 2018. [↑](#footnote-ref-2)