



Promoting improvements
in policing and fire & rescue
services to make everyone safer

Integrated PEEL Assessments

EiP17

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Introduction

- By next spring, three full rounds of PEEL
- The most comprehensive assessments of forces in E&W the public has ever had
- Can quickly see how their force is doing – and how it has changed over time
- We have refined our risk based approach for the autumn Effectiveness inspection and intend to build on this

Some headlines

- Focus on vulnerability has encouraged forces to make sure that they have the right processes in place to protect those at greatest risk of harm
- Focus on future demand has encouraged forces to think not just about balancing the books, but also adapting to what the public are going to need in several years' time
- Focus on the appropriate and proportionate use of stop and search has contributed to improved outcomes and better scrutiny within forces

2017 methodology update



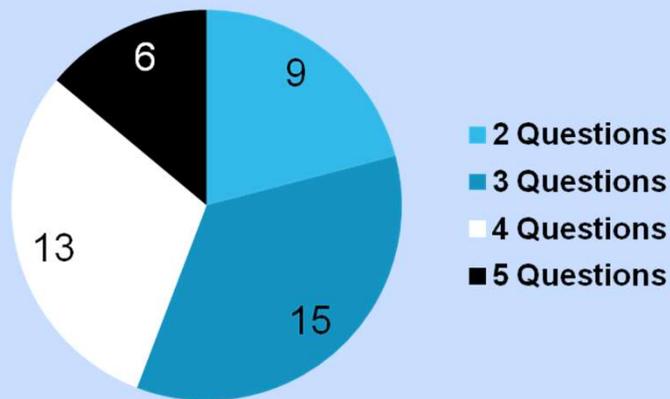
Risk assessment refinement

HMIC considered:

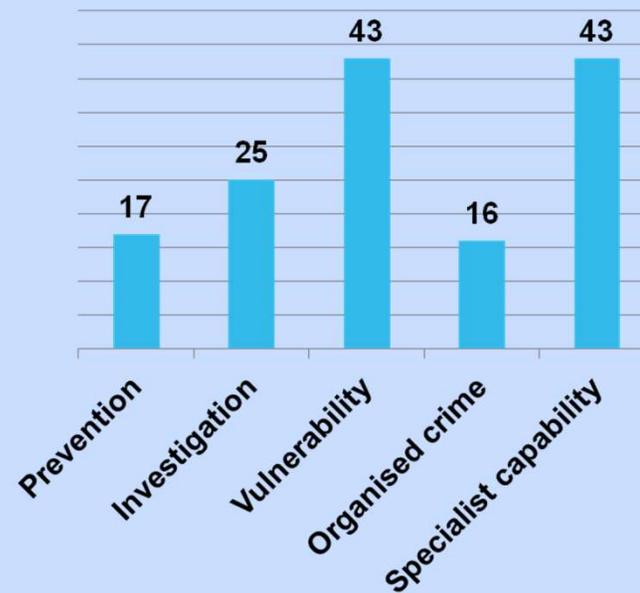
- graded judgments from 2015 and 2016
- causes of concern and areas for improvement
- major changes to methodology
- inherent risk of subject (eg vulnerability)
- contextual data relevant to each core question.

PEEL: risk based assessment

Forces

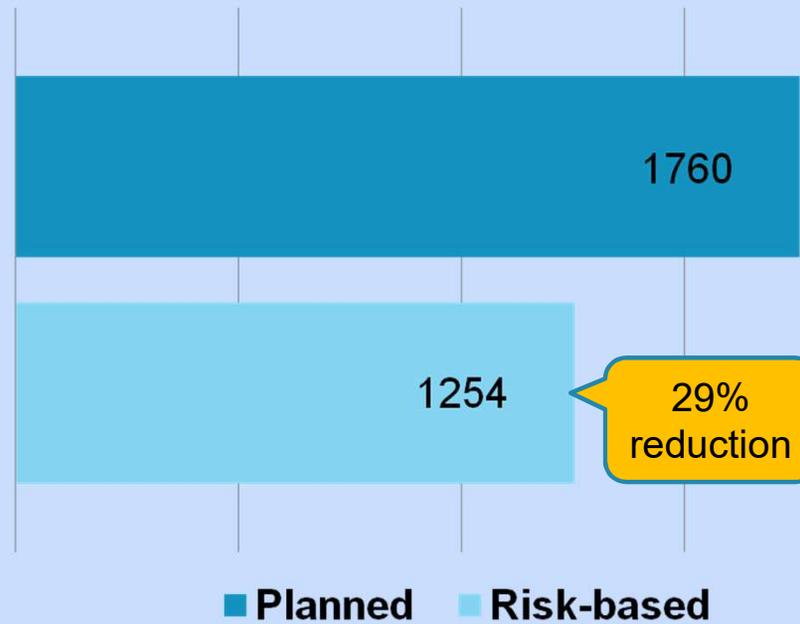


Questions



PEEL: risk based assessment

Total fieldwork days



Why change?

- Effectiveness, efficiency and legitimacy work well as pillars, but:
 - there are links and overlaps – we can improve our approach by inspecting all three at the same time
 - it will be more meaningful to the public if we report on all pillars for one force at the same time

Why change?

- Inspecting and reporting on all 43 forces at once means a long gap before publishing our findings
- We have three years' of detailed knowledge about forces – this is a solid foundation for extending how we incorporate risk into our approach
- We can use this to provide robust judgments while reducing demand on forces from inspection

We are at an early stage of design and development – engaging and consulting with you from the start

The benefits of integration

- Rounded assessments of forces that consider E, E and L alongside each other
- Greater flexibility in how we gather evidence – methods and timing
- Greater focus on the aspects of policing in forces which HMICFRS determines present the greatest risks
- More focused inspection fieldwork

The three strands

1. Developing the integrated PEEL methodology
2. Incorporating force management statements
3. Dovetailing with monitoring process

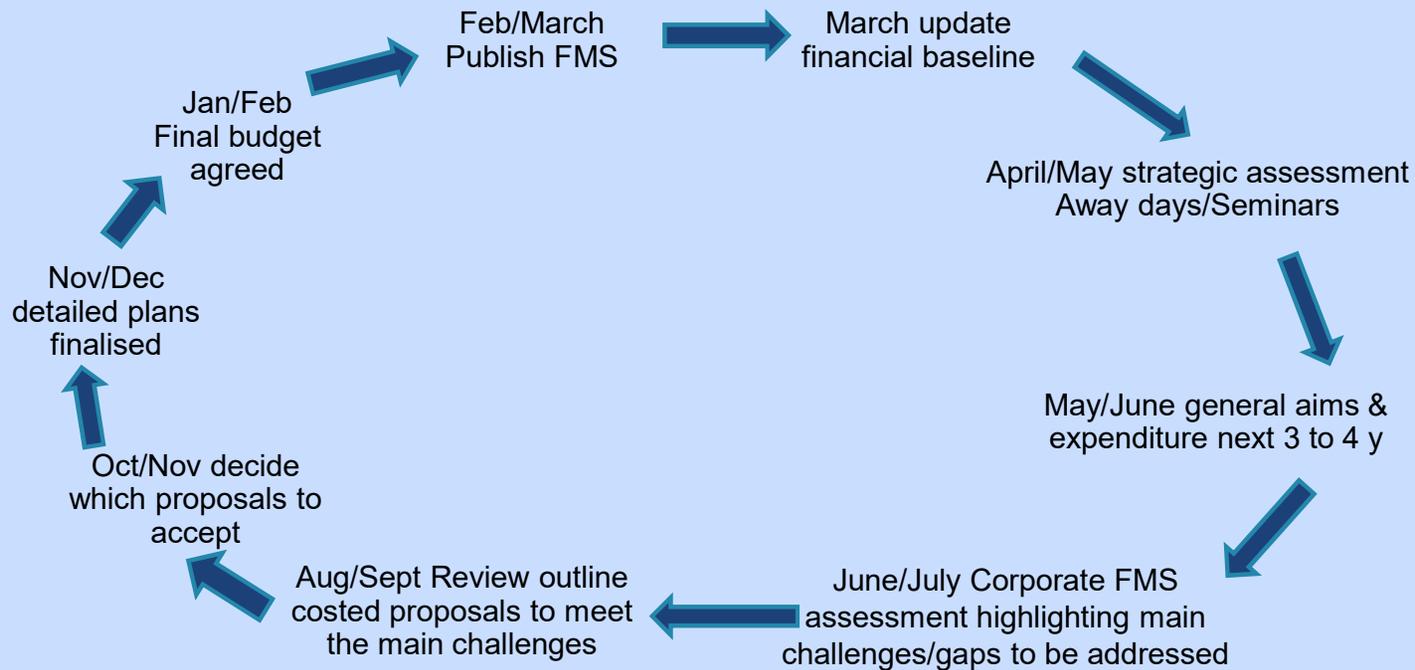
Integrated PEEL methodology

- An assessment made at a fixed moment in time, shortly after a period of intense fieldwork but drawing from a range of sources and processes
- Short term – brings the three strands of PEEL into a single inspection
- Long term – produce an assessment that links together all HMICFRS' different inspection activity within each force

Incorporating FMSs

- Simplify, strengthen and streamline the information which forces are asked to provide
- Enable HMICFRS to make decisions about where are a force's principal risk areas
- This will mean more focussed inspection fieldwork, and less of it

FMS process fits with the planning cycle



Four step self-assessment

Step 1: Establish, from an analysis of the environment, the gap between current demand and the force's forecast of future demand

Step 2: Establish the current status of the forces assets: their performance, condition, capacity, capability, wellbeing and serviceability

Step 3: Identify the gaps within each category of demand (i.e. the difference between demand which can be met and demand which cannot be met) and what changes in the workforce and other assets should be made to close them

Step 4: Identify those gaps in the categories which are of greatest importance to the chief constable and the PCC, then make a decision about what will be done to close them in the light of competing priorities and available resources

Consultation – 12 weeks

- This is the beginning of a 12-week consultation period, which ends on 22 December 2017
- In relation to FMSs, 2017/18 will be a year of collaboration, learning and development
- Tell us what you think of the draft template FMS; help us to improve it, to make it fit better what needs to be known about your force
- In late December 2017 & January 2018, we will read all you've said, and revise the template and the guidance (in the appendices)
- In February 2018, we plan to publish the revised template, and fire the starting gun for the first generation of FMSs
- We are asking forces to provide their FMS self-assessments in May 2018
- They will be used as additional critical evidence to facilitate our risk-based inspections and fieldwork
- No force will be expected to publish its first FMS

Common classification of demand

| Responding to the public | Prevention and deterrence. | Investigations | Protecting vulnerable people | Monitoring dangerous and repeat offenders | Disrupting organised crime | Responding to major events |
|---------------------------------|----------------------------|------------------------|------------------------------|---|----------------------------|----------------------------|
| Current demand | Current demand | Current demand | Current demand | Current demand | Current demand | Current demand |
| Projected demand | Projected demand | Projected demand | Projected demand | Projected demand | Projected demand | Projected demand |
| Performance | Performance | Performance | Performance | Performance | Performance | Performance |
| Capacity | Capacity | Capacity | Capacity | Capacity | Capacity | Capacity |
| Capability | Capability | Capability | Capability | Capability | Capability | Capability |
| Gaps | Gaps | Gaps | Gaps | Gaps | Gaps | Gaps |
| Serviceability of assets | | | | | | |
| Wellbeing | | | | | | |
| ICT and Information Management | | | | | | |
| Estates | | | | | | |
| Fleet | | | | | | |
| HR & Workforce planning | Learning & development | Professional standards | Finance function | Programme, project & change management | Other | Specials & volunteers |
| Financial resources | | | | | | |

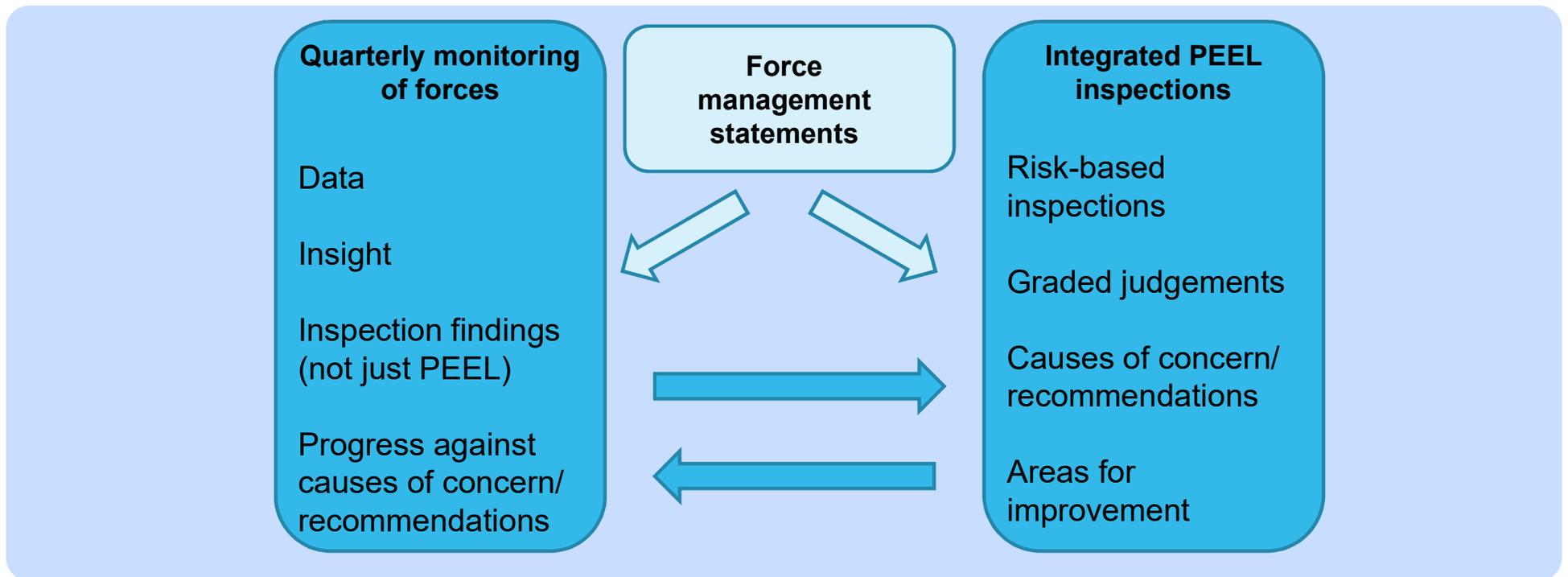
Monitoring and insight

- Regular monitoring of information and use of insight becomes a vital part of the inspection programme – looking at performance in between fieldwork, and using the information to inform the planning process
 - Each quarter, HMICFRS **scans** the available data and information from a range of sources to identify emerging problems and assess progress in addressing existing causes of concern
 - This will help inform inspections – e.g. by highlighting where there are particular risks to be inspected, or sufficient concerns to affect the timetabling of a force inspection
 - If a force is not making sufficient progress against one or more causes of concern, it can be escalated to the **engage** phase of monitoring – increased scrutiny from HMICFRS, and discussion at the Policing Performance Oversight Group (PPOG)

Use of data and information in monitoring

- We are reviewing our approach to data across the organisation (including what will become available through FMSs) so that we collect it more efficiently and make better use of it to inspect and monitor forces
 - This process will identify what information is of sufficient quality and priority to assess forces
 - The aim is to build a core dataset which can be used to inform monitoring and the inspection programme

The IPA programme



Timing

Jan 2018: start of consultation on the IPA methodology

Feb 2018: launch of final FMS template

May 2018: first FMSs completed by forces

Autumn 2018: commencement of IPA fieldwork

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Q&A

Consultation – the process

We are supporting the consultation process with a number of feedback channels, and will welcome ongoing input from forces, PCCs and others in addition to their formal contributions

The consultation period is open until

22 December 2017

Send us what you have to say, and ask us any questions, using:

IntegratedPEEL@hmic.gsi.gov.uk