Force Management Statements.

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Introduction

- Improving policing through inspection.
- Robust judgements.
- Integrating Peel and IPA.
- Monitoring.
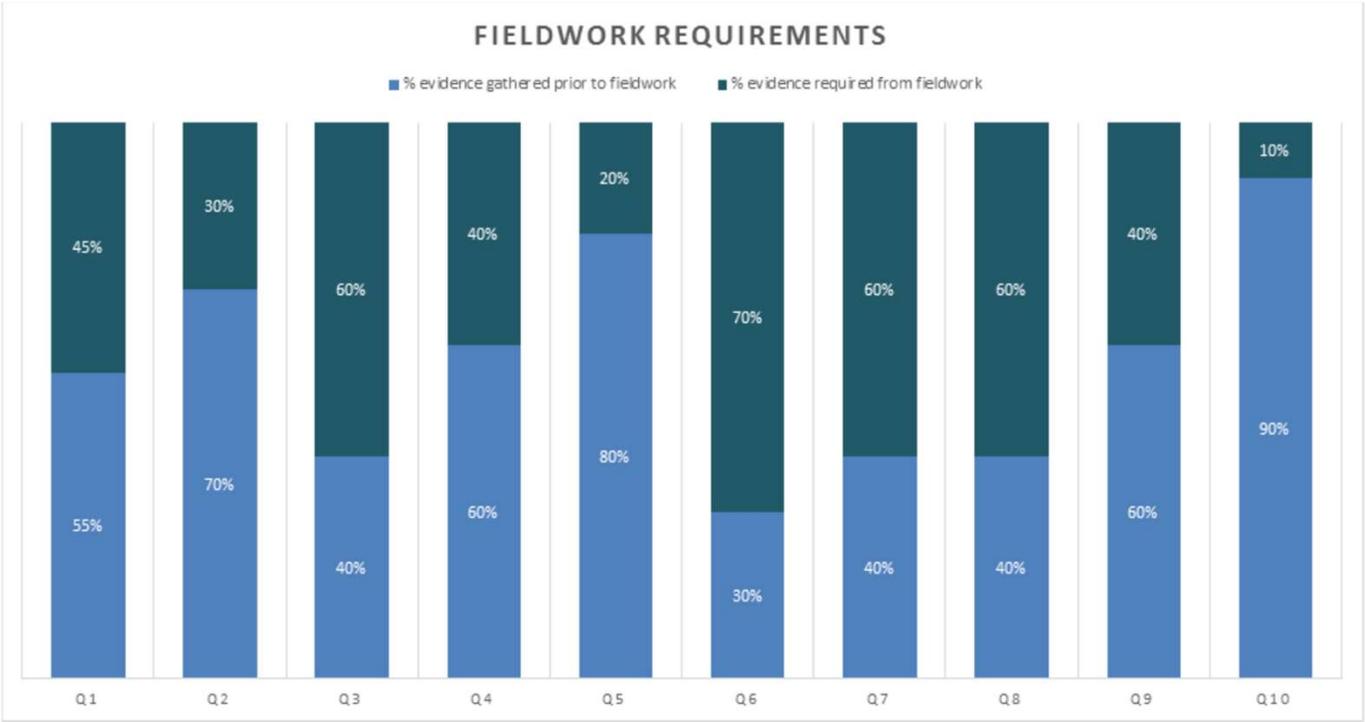- Self-assessment via FMS.
- Risk based approach.
- Inspection cycle.

Integrating PEEL

- **Improved clarity:** Simplified and rephrased questions and "look fors", and introduced efficiency "look fors".

- **Reduced scale without reducing robustness:** The question set has <u>reduced by about a third</u> across all pillars by reducing duplication, overlaps and "look fors" across the three pillars.

- **Identified pre-fieldwork evidence-gathering opportunities.**

Evidence gathering methods

FIELDWORK REQUIREMENTS

■ % evidence gathered prior to fieldwork   ■ % evidence required from fieldwork

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
% evidence required from fieldwork	45%	30%	60%	40%	20%	70%	60%	60%	40%	10%
% evidence gathered prior to fieldwork	55%	70%	40%	60%	80%	30%	40%	40%	60%	90%

So what is the FMS?

It is the chief constable's statement and explanation of:

(a) the demand the force expects to face in the next four years;

(b) how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand;

(c) how the force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and

(d) the money the force expects to have to do all this.

Why do it?

- Critical infrastructure.
- Forward looking.
- Self assessment.

Self-assessment and Inspection

HMICFRS

Her Majesty's Inspectorate of Constabulary
and Fire & Rescue Services

Process → Statement → Feedback

Effectiveness

How effective is the force at reducing crime and keeping people safe?

1. How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?

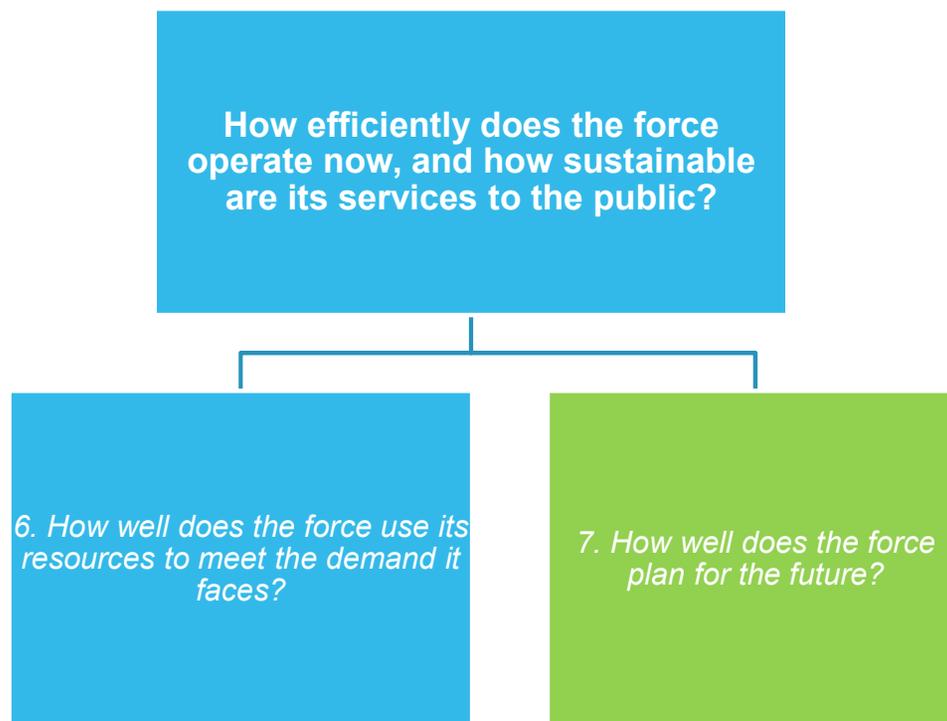2. How effective is the force at investigating crime and catching criminals?

3. How effective is the force at protecting those who are vulnerable from harm, and supporting victims?

4. How effective is the force at tackling serious and organised crime?

5. How effective are the force's specialist capabilities?

HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Efficiency

How efficiently does the force operate now, and how sustainable are its services to the public?

6. How well does the force use its resources to meet the demand it faces?

7. How well does the force plan for the future?

Where are we using it?

The risk based approach to PEEL

- Concentrate effort where risk to the public is greatest.
- Impose more proportionate demand on forces.
- Reduce pressure on HMICFRS staff.
- Help to achieve efficiencies…

…while continuing to recognise good practice and promote improvements in policing.

Risk assessment process (1)

FORCE	2016	2017	STRENGTH	TRAVEL	DATA	PRESUME
1	IA	G	High	Up	0.1	Fieldwork
2	G	RI	High	Down	0.3	Fieldwork
3	O	n/a	n/a	n/a	0.7	Fieldwork
4	G	G	Mid	Flat	0.3	No fieldwork
5	RI	G	Mid	Up	0.1	No fieldwork

Contextual data

EFFECTIVENESS			EFFICIENCY	LEGITIMACY	
Prevention	**Investigation**	**SOC**	**Current**	**Public**	**Workforce**
Expenditure - local	Expenditure - inv	Expenditure - SOC	999 received	Stop search usage	Grievances
PCSOs / PCs	Recorded crime	Mapped OCGs	101 abandoned	Taser use	Sickness
Change of model	Telephone inv	Archived OCGs	Funding / pop	Firearms use	Workforce comp.
ASB incidents	Inv shortage	USGs	FTE / pop	Complaints	
ASB powers / pop	Outcomes	SCPOs			
Recorded crime	PNC wanted	Gang injunctions			
		OCG disruptions			

Risk assessment process (2)

FORCE	PRESUME	AFIs	MONITOR	FMS	INSIGHT	OUTCOME
1	Fieldwork	Low risk	Low risk	Low risk	Low risk	No fieldwork
2	Fieldwork	Low risk	Low risk	Low risk	Risk	Fieldwork
3	No fieldwork	Low risk	Low risk	Low risk	Low risk	No fieldwork
4	No fieldwork	Risk	Low risk	Low risk	Risk	Fieldwork
5	No fieldwork	Low risk	Low risk	Notable	Low risk	Fieldwork

FMS Use - RBA

- Summary statement and sections that relate to the 5 risk based questions.
- Does anything in the FMS change/affect the presumption of fieldwork/no fieldwork?
- Is there an area of "positive" inspection activity?

RBA moderation

- Structured two part process (risk and resourcing).
- HMI panel with FLLs, chiefs of staff, analysts, IOT and portfolio team representatives.
- Fieldwork presumptions may be overturned.
- Resourcing decisions linked to risk.
- Final decisions for next tranche – other forces by exception?
- Panel will reconvene three times a year.

FMS use and PEEL

- Post RBA it is a source of information.

- 60-70% of FMS may relate to a core question but not necessarily a specific sub-diagnostic – we need to be flexible.

- The whole FMS will be read before a final report is made, but more relevant aspects can be prioritised to support KLOE and subsequent fieldwork.

- Looking for the accuracy and whether statements are backed it with evidence.

- Validate and triangulate evidence – not the FMS.

Remaining Material and Multiple Uses

- Material outside of IPA will be provided – this may be regarded as force insight unless:
  - o It is a cause for concern – check it, chief of staff, portfolio team.
  - o It is evidence of notable practice – FMS team.

- Thematic Reports

FMS development

- Small development team.
- FMS will be reviewed centrally for development purposes.
- FMS is part of the IPA early review events and will have its own feedback/learning events.
- Notable practice will be shared with NPCC and CofP.
- Development will use ERG, PEEL reference group and internal governance process.

Early Observations and Feedback

- Consultation template effect.
- Timing is everything.
- It is challenging but has been useful.
- The steps make sense and "policing" is covered.
- Bringing information together.
- Interdependencies and choice.
- How big should it have been and was our any good?

Early Observations and Feedback

- Variety is the word.

- Predicting future demand.

- Understanding current demand.

- Resourcing.

- Does a distinction between workload and demand matter?

- Performance.

- Costs and returns of change.

Next Steps

- We have heard the timing feedback loud and clear.
- Choice to be made.
- The shared approach.

The role of monitoring

- A new **"scan and engage" two stage process** was **introduced** in 2017.

- As part of IPA **monitoring decisions will now take place three times per year** aligned with each tranche of IPA fieldwork.

- The "golden thread" of the monitoring process are **causes of concern** framed as **recommendations** and tracked through our **recommendations register**; causes of concern will usually be identified following fieldwork.

Formal monitoring process

- The three tests that HMIs will consider when deciding to **engage** a force are:
  - Does the force recognise the cause of concern and understand the implications?
  - What is the prospect that the force will succeed in managing, mitigating or eradicating the cause of concern (taking into account capacity and capability)?
  - Is the cause of concern likely to be short-lived or enduring?

Scan phase

- All causes of concern on the recommendations register reviewed as part of the **scan phase.**

- Forces will usually be given at least one monitoring cycle before a decision to **engage** is considered.

- The **scan phase** uses the latest available data as well as updates from the recommendations register and **any other evidence** that may gathered via pre-fieldwork activity, during fieldwork or from the FMS.

- The **scan phase** may also identify emerging causes of concern based on the latest evidence.

Engage phase

- The main aim is to support and facilitate improvements in policing.

- If a progress against one or more causes of concern is insufficient, a force may be moved to the **engage** stage of monitoring – increased scrutiny from HMICFRS, and support from the Policing Performance Oversight Group (PPOG).

- Once in **engage** an agreed improvement plan with PPOG needs to be established- identifying what needs to be addressed and criteria that needs to be met for the cause of concern to be addressed.

- Improvement plans will be tracked and reported to subsequent PPOG meetings.

Recommendations register

- All causes of concern will be accompanied by a recommendation and logged on the recommendations register.

- PCCs are required to formally respond to **all** our recommendations with 56 days (A tool allowing PCCs to respond on-line is in development).

- Responses will be tracked and reviewed as part of the monitoring process.

- Progress on recommendations/causes of concern will be updated routinely on our recommendations register.

- Recommendations that do not currently have a cause of concern; will not be considered for an **engage** decision unless an associated cause of concern is identified and the recommendation updated.